

TOWN OF BURLINGTON

Proposed Operating Budget  
&  
10-Year Capital Improvement Plan



Fiscal Year 2017  
July 1, 2016 to June 30, 2017

Prepared by  
Accounting Department



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*Ways & Means Committee*

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Town of Burlington  
Ways and Means Committee  
Annual Budget Recommendation  
Fiscal Year 2017

Dear Town Meeting Members,

It is with pleasure that the Ways and Means Committee presents the budget proposal for Fiscal Year 2017 for your consideration. This letter may sound similar to last year's letter. That is not by accident, but is by design. The Town's financial standing is similar to last year and our approach to the budget took a similar path. This budget supports the same level of services as the Town Meeting has approved over the last number of years. It maintains our services, manages the growth of our tax levy and leaves the Town in good financial shape looking forward to future fiscal years. The committee believes this year's budget proposal achieves that goal as a responsible budget, balancing services needed with our Town's finances in an appropriate manner fitting of our community.

Establishing budget guidelines represents the first task for the Ways and Means Committee in the FY17 budget process. This began six months ago with working meetings between Ways and Means, the Board of Selectmen, the Town Administration, the Treasurer, the Assessor's Office and the School Committee. The issues discussed included a review of the Town's fiscal condition, income and expense projections, and the Town's levy limit. After evaluating various options, Ways and Means recommended to limit the increase in the operating budget to no more than 4%, and to limit the increase in the accommodated accounts budget to no more than 6%. This proposed budget meets those goals.

This budget increase does not translate to a similar increase in residential taxes. Growth in our residential and commercial tax bases covers part of the increase. Last fiscal year, in utilizing the same limits, the Town's overall budget increased by less than 4% with a consequent effect on the average residential tax bill of approximately 1.6 %. Projections of this budget proposal indicate similar changes to tax bills for the coming year.

The Ways and Means Committee has reviewed all the budgets over the past three months, spending countless hours scrutinizing each request and appropriation, and going through a subcommittee process as well as a full committee vetting before being recommend to you. The recommended operating budget falls within the limits of the recommended guidelines. It includes a conservative estimate of State Aid, as that figure depends on appropriations of the Commonwealth's legislature as approved by the governor. As State Aid covers a relatively small percentage of the Town's operating budget, there is adequate funding for the services provided, minimal increases in costs and imposition of no additional fees.

With that in mind, Ways and Means sought a level services budget for the most part while understanding there are key areas, sometimes neglected due to financial constraints, which we want to address incrementally over time. Last year, the review of our Town facilities by DPW indicated that we had needs to address and the proposed budget included an increase in staff for that group. This year, we focused on our public safety departments. Demands on the Fire Department and Police Departments continue to grow, and this budget includes four additional firemen and one additional policeman to response to that growth.

Ways and Means is more often viewed as “means” alone, but there is a “ways” side of the job as well. The committee is responsible for seeing that there is sufficient staff to provide the services requested by the community. The committee believes that this proposed budget satisfies both the “ways” and “means” of its responsibilities. It provides for continuing the same level of services that Town Meeting and the residents expect. We thank you in advance for your support on these operational and accommodated budgets.

The Ways and Means Committee has put together this budget book for the past few years, complete with a short narrative of the process to help with Town Meeting’s deliberations. We did this with the assistance of the Town and School Administration and are truly grateful for their time and energy on our behalf.

Respectfully submitted,



William C. Beyer, Chairman

The Ways and Means Committee  
Fiscal Year 2017

William C. Beyer, Chairman  
Sonia Rollins, Vice Chairman  
Brad D. Bond  
Diane Kendrigan Creedon  
Christian Delaney

Lucy Damiani  
Michael J. Hardy  
Susan Harrigan  
Thomas C. Killilea  
Frank P. Monaco

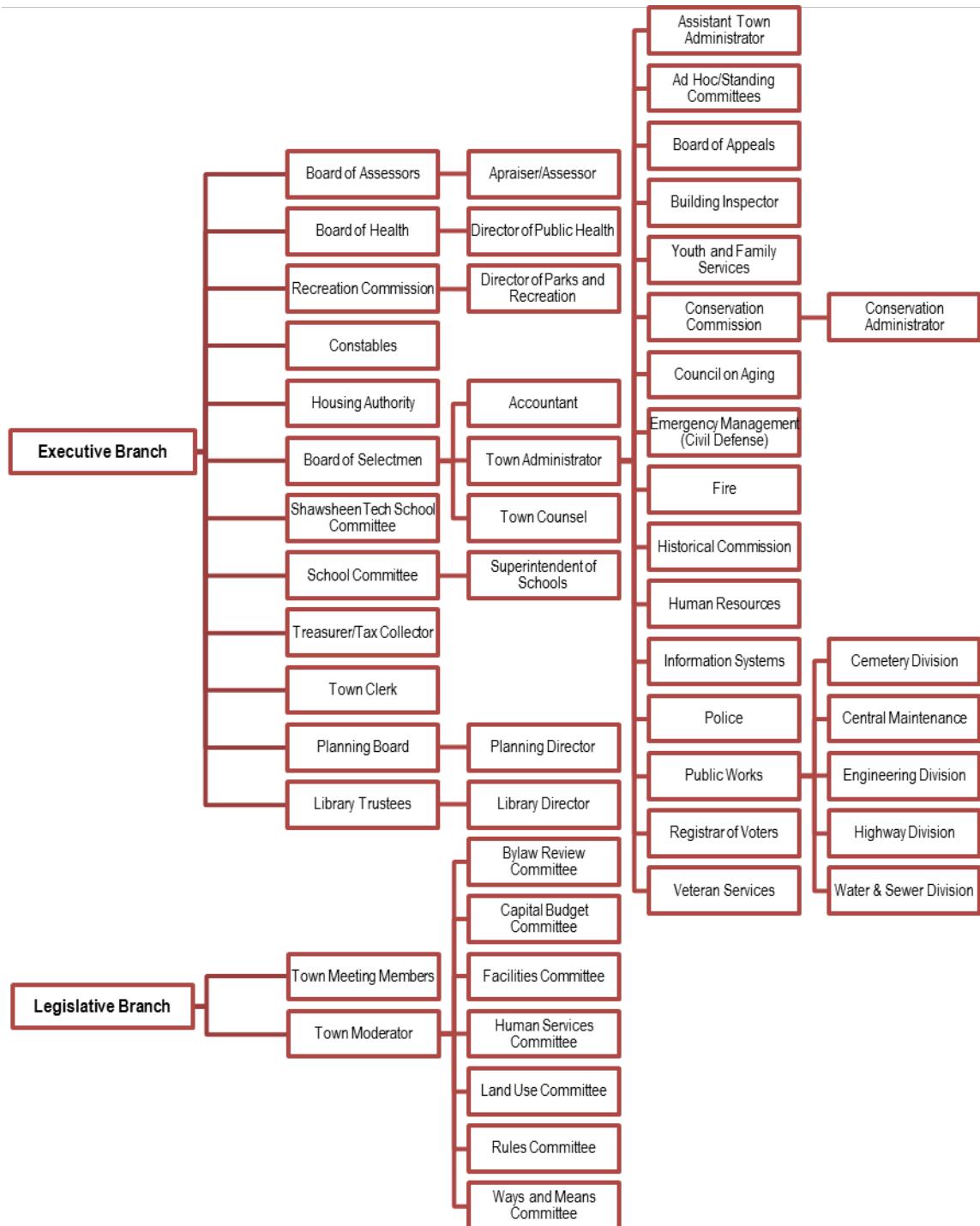
Steve Morin  
Paul G. Noonan  
Roger S. Riggs  
David Tait  
Larry Way

**TOWN OF BURLINGTON  
FY 2017 BUDGET  
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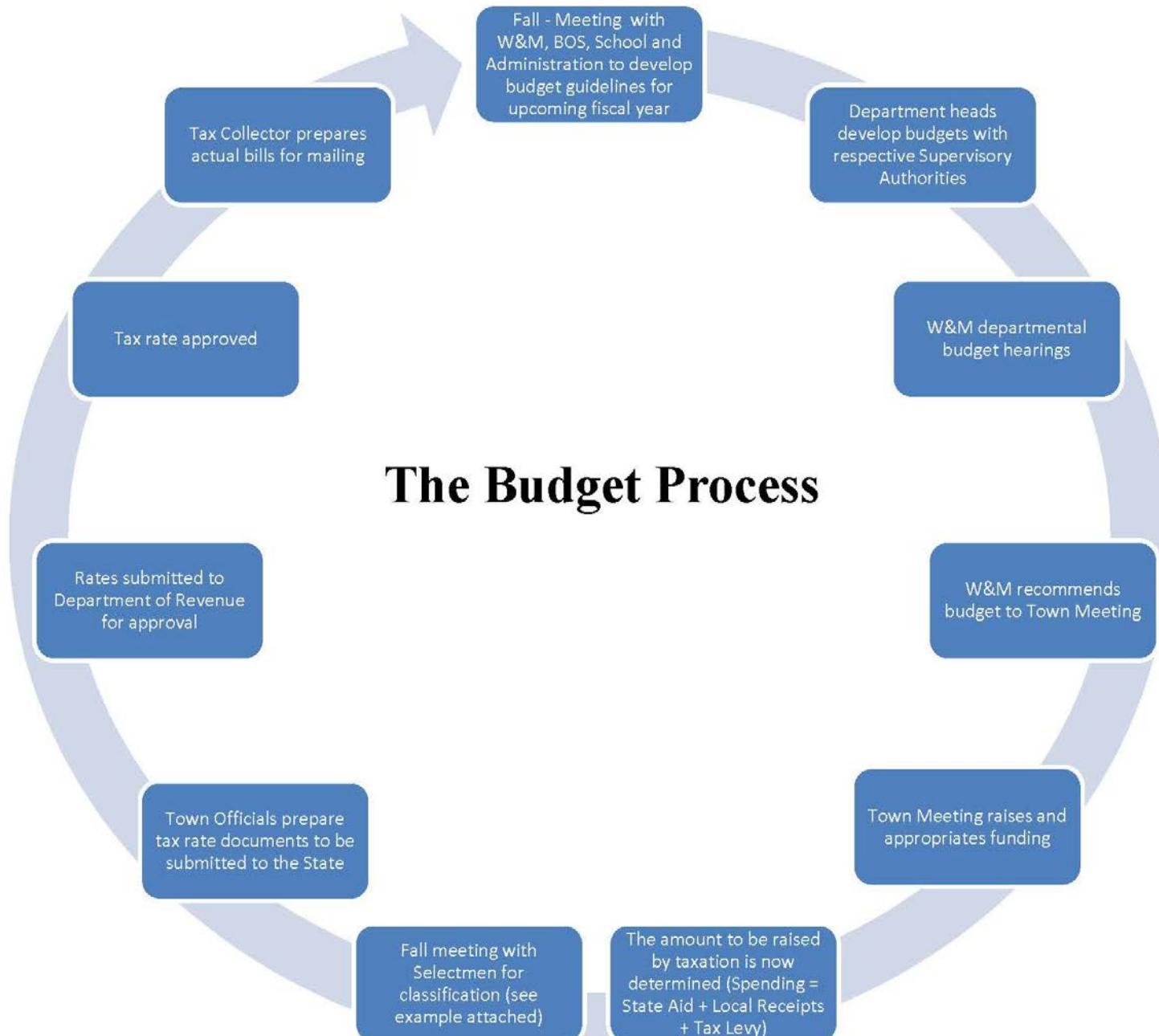
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## Town of Burlington Organizational Chart



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# **Budget Summary**

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### Budget Summary – 5 Year Comparative

	<u>Budget</u> <u>FY 2013</u>	<u>Budget</u> <u>FY 2014</u>	<u>Budget</u> <u>FY 2015</u>	<u>Budget</u> <u>FY 2016</u>	<u>Projection</u> <u>FY 2017</u>	<u>%</u>
Tax Levy Limit	\$ 91,145,754	\$ 95,436,150	\$ 99,908,178	\$ 105,612,937	\$ 109,753,261	
<b>RECURRING REVENUES</b>						
Taxes levied or Budgeted to be levied	\$ 88,648,222	\$ 92,154,383	\$ 95,618,308	\$ 99,399,287	\$ 103,375,258	4.00%
Local Receipts	\$ 12,218,111	\$ 12,704,730	\$ 13,432,865	\$ 14,194,300	\$ 14,574,495	2.68%
State Receipts (Cherry Sheet)	\$ 7,920,198	\$ 8,151,760	\$ 8,395,156	\$ 8,555,593	\$ 8,739,521	2.15%
School Building Assistance	\$ 258,785	\$ 258,785	\$ 258,785	\$ 258,785	\$ 258,785	0.00%
<b>TOTAL REVENUES</b>	<b>\$ 109,045,316</b>	<b>\$ 113,269,658</b>	<b>\$ 117,705,114</b>	<b>\$ 122,407,965</b>	<b>\$ 126,948,059</b>	<b>3.71%</b>
<b>RECURRING EXPENDITURES</b>						
Accommodated Accounts	\$ 37,943,114	\$ 38,336,732	\$ 39,670,957	\$ 41,524,792	\$ 43,520,050	4.80%
General Government	\$ 29,635,402	\$ 30,547,842	\$ 31,614,686	\$ 32,569,493	\$ 33,610,276	3.20%
Education	\$ 40,502,098	\$ 42,385,445	\$ 44,187,394	\$ 45,954,890	\$ 47,788,756	3.99%
Allowance for Abatements (overlay)	\$ 950,000	\$ 1,020,328	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	0.00%
State Assessments (Cherry Sheet)	\$ 641,070	\$ 602,621	\$ 666,080	\$ 656,975	\$ 643,919	-1.99%
State Offset Items (Cherry Sheet)	\$ 138,633	\$ 165,082	\$ 165,134	\$ 157,822	\$ 185,058	17.26%
<i>Sub-total - Recurring Expenditures</i>	<i>\$ 109,810,317</i>	<i>\$ 113,058,050</i>	<i>\$ 117,304,251</i>	<i>\$ 121,863,972</i>	<i>\$ 126,748,059</i>	<i>4.01%</i>
<b>NON-RECURRING EXPENDITURES</b>						
Deficit Accounts	\$ -	\$ 311,608	\$ 465,863	\$ 643,993	\$ 300,000	-53.42%
Special Warrant Articles	<u>\$ 4,887,825</u>	<u>\$ 5,665,012</u>	<u>\$ 7,766,157</u>	<u>\$ 7,157,995</u>	<u>\$ 6,357,937</u>	<u>-11.18%</u>
<b>TOTAL EXPENDITURES</b>	<b>\$ 114,698,142</b>	<b>\$ 119,034,670</b>	<b>\$ 125,536,271</b>	<b>\$ 129,665,960</b>	<b>\$ 133,405,996</b>	<b>2.88%</b>
<b>SURPLUS/(DEFICIT)</b>	<b>\$ (5,652,825)</b>	<b>\$ (5,765,012)</b>	<b>\$ (7,831,157)</b>	<b>\$ (7,257,995)</b>	<b>\$ (6,457,937)</b>	
<b>NON-RECURRING REVENUES</b>						
Free Cash	\$ 3,717,975	\$ 3,705,462	\$ 3,513,119	\$ 4,646,435	\$ 2,875,712	-38.11%
Non Recurring Local Receipts	\$ -	\$ -	\$ -	\$ -	\$ -	-
Special Revenue Funds	\$ 1,329,850	\$ 2,059,550	\$ 4,264,668	\$ 1,898,560	\$ 3,582,225	88.68%
Prior Unexpended Appropriations	\$ -	\$ -	\$ 53,370	\$ -	\$ -	-
Excess Allowance for Abatements	\$ 605,000	\$ -	\$ -	\$ 713,000	\$ -	-100.00%
<b>TOTAL NON-RECURRING REVENUES</b>	<b>\$ 5,652,825</b>	<b>\$ 5,765,012</b>	<b>\$ 7,831,157</b>	<b>\$ 7,257,995</b>	<b>\$ 6,457,937</b>	<b>-11.02%</b>
<b>SURPLUS/(DEFICIT)</b>	<b>\$ -</b>					

## 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 trait 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 second year of the Town's plan to address it's liability for Other Post Employment Benefits (OPEB) in accordance with the plan that was presented at Town Meeting in February of 2015. 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 2013	Budget FY 2014	Budget FY 2015	Budget FY 2016	Projection FY 2017	% Increase
Unemployment	\$ 70,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	0.00%
Health Insurance	\$ 11,376,200	\$ 11,400,000	\$ 11,571,000	\$ 11,918,130	\$ 12,394,855	4.00%
F.I.C.A./Medex	\$ 797,296	\$ 803,653	\$ 896,132	\$ 994,707	\$ 1,068,633	7.43%
Retirement Contribution	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	0.00%
General Town Insurance	\$ 700,000	\$ 700,000	\$ 750,000	\$ 825,000	\$ 906,000	9.82%
Audit	\$ 65,000	\$ 65,000	\$ 65,000	\$ 65,000	\$ 65,000	0.00%
Waste Removal	\$ 1,779,000	\$ 1,721,000	\$ 1,736,000	\$ 1,748,800	\$ 1,733,000	-0.90%
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	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	0.00%
Mosquito Control	\$ 39,639	\$ 39,639	\$ 40,431	\$ 41,236	\$ 42,061	2.00%
Debt Principal	\$ 3,697,930	\$ 3,946,363	\$ 3,857,946	\$ 4,060,683	\$ 4,308,575	6.10%
Debt Interest	\$ 1,978,300	\$ 1,903,852	\$ 2,011,200	\$ 1,866,212	\$ 1,870,347	0.22%
Middlesex Retirement System	\$ 6,454,901	\$ 7,020,840	\$ 7,475,305	\$ 7,895,297	\$ 8,368,267	5.99%
Special Ed Tuition & Transportation	\$ 7,959,408	\$ 8,310,945	\$ 8,484,852	\$ 8,690,948	\$ 9,120,833	4.95%
Regional School Assessments	\$ 1,392,940	\$ 1,417,940	\$ 1,775,591	\$ 1,921,279	\$ 2,098,479	9.22%
B-Line Transportation	\$ 155,000	\$ 155,000	\$ 155,000	\$ 145,000	\$ 145,000	0.00%
Other Post Employment Benefits T/F	\$ -	\$ -	\$ -	\$ 500,000	\$ 546,500	9.30%
Capital Improvements	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	0.00%
<b>Total</b>	<b>\$ 37,193,114</b>	<b>\$ 38,336,732</b>	<b>\$ 39,670,957</b>	<b>\$ 41,524,792</b>	<b>\$ 43,520,050</b>	<b>4.80%</b>

### 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 General Government category of budgets individual budgets may exceed the operating budget guideline. However 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 3.20% which when combined with the proposed School Department operating budget increase of 3.99% results in a blended operating budget increase of 3.67% which meets the operating budget guideline of 4.0% as set by the Ways and Means Committee for fiscal year 2017. As of the printing of this document, the Ways and Means Committee has not officially voted on all of the budgets presented within the budget book. Any changes to the operating budgets printed within this book will be noted on the Town Meeting floor.

## 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 Shawsheen Valley Technical High School Assessment 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 3.99% for fiscal year 2017 which when combined with the Town's Operating Budget increase of 3.20% results in a blended Operating Budget increase of 3.67% which meets the Operating Budget Guideline of 4.0% as set by the Ways and Means Committee for fiscal year 2017. As of the printing of this document, the Ways and Means Committee has not officially voted on the budgets presented within the budget book. Any changes to the operating budgets printed within this book will be noted on the Town Meeting floor.

## 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 2013	Budget FY 2014	Budget FY 2015	Budget FY 2016	Projection FY 2017	% Increase
Air Pollution Dist (C.676)	\$ 8,719	\$ 9,174	\$ 9,221	\$ 9,722	\$ 9,965	2.50%
RMV Non-renewal	\$ 13,820	\$ 14,880	\$ 15,440	\$ 15,440	\$ 15,440	0.00%
MBTA	\$ 517,644	\$ 523,257	\$ 535,537	\$ 545,277	\$ 550,697	0.99%
Metro Area Planning Council	\$ 7,718	\$ 7,911	\$ 12,583	\$ 12,598	\$ 12,913	2.50%
Tuition Assessments	\$ 93,169	\$ 47,399	\$ 93,299	\$ 73,938	\$ 54,904	-25.74%
School Offsets **	\$ 111,259	\$ 138,057	\$ 131,886	\$ 125,100	\$ 153,000	22.30%
Public Libraries (C78,S19A) *	\$ 27,374	\$ 27,025	\$ 33,248	\$ 32,722	\$ 32,058	-2.03%
<b>Total</b>	<b>\$ 779,703</b>	<b>\$ 767,703</b>	<b>\$ 831,214</b>	<b>\$ 814,797</b>	<b>\$ 828,977</b>	<b>1.74%</b>

## Non Recurring Expenditures

### Deficit Accounts

This amount represents an estimate for the Town's projected deficit for Snow and Ice Removal from fiscal year 2016. 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 sums up 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.

## 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 2013	Budget FY 2014	Budget 2015	Budget FY 2016	Projection FY 2017
Previous Levy Limit	\$ 87,668,095	\$ 91,145,754	\$ 95,436,150	\$ 99,908,178	\$ 105,612,937
2.5% Limit	\$ 2,191,702	\$ 2,278,644	\$ 2,385,904	\$ 2,497,704	\$ 2,640,323
New Growth	\$ 1,285,957	\$ 2,011,752	\$ 2,086,124	\$ 3,207,055	\$ 1,500,000
Override	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Subtotal</b>	<b>\$ 91,145,754</b>	<b>\$ 95,436,150</b>	<b>\$ 99,908,178</b>	<b>\$ 105,612,937</b>	<b>\$ 109,753,260</b>
Exclusion Debt	\$ -	\$ -	\$ -	\$ -	\$ -
Exclusion - Capital Asset	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Tax Levy Limit</b>	<b>\$ 91,145,754</b>	<b>\$ 95,436,150</b>	<b>\$ 99,908,178</b>	<b>\$ 105,612,937</b>	<b>\$ 109,753,260</b>
Excess Capacity	\$ 2,497,532	\$ 3,281,767	\$ 4,289,869	\$ 6,213,650	\$ 6,378,002
<b>Property Taxes Levied</b>	<b>\$ 88,648,222</b>	<b>\$ 92,154,383</b>	<b>\$ 95,618,308</b>	<b>\$ 99,399,287</b>	<b>\$ 103,375,258</b>
% levy increase over prior year	4.12%	3.96%	3.76%	3.95%	4.00%

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 FY2017 is currently budgeted at 4.00% which meets the Ways and Means guideline of not to exceed 4.50%.

## Local Receipts

This category includes locally generated revenue other than real and personal property taxes and makes up approximately 11.5% 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 following chart details the previous five years of budgeted local receipts. Please note that the local meals tax is currently budgeted at \$1.5 million and is utilized in the Town's annual budgeting process to offset the large increase in accommodated accounts for debt principal and interest which is the result of the Town's aggressive investment in its capital bonding program.

### **Budgeted Local Receipts – Five Year Comparative**

	<b>Budget FY 2013</b>	<b>Budget FY 2014</b>	<b>Budget FY 2015</b>	<b>Budget FY 2016</b>	<b>Projection FY 2017</b>
Motor Vehicle Excise	\$ 2,958,111	\$ 3,009,730	\$ 3,242,865	\$ 3,319,300	\$ 3,504,494
Hotel Excise	\$ 1,650,000	\$ 1,700,000	\$ 2,000,000	\$ 2,300,000	\$ 2,375,000
Local Meals Tax	\$ 1,150,000	\$ 1,300,000	\$ 1,300,000	\$ 1,475,000	\$ 1,525,000
Penalties & Interest (Tax & Excise)	\$ 320,000	\$ 320,000	\$ 320,000	\$ 300,000	\$ 320,000
In Lieu of Taxes (Limited)	\$ 520,000	\$ 520,000	\$ 520,000	\$ 520,000	\$ 520,000
Water User Charges	\$ 2,920,000	\$ 2,975,000	\$ 2,975,000	\$ 3,100,000	\$ 3,175,000
Ambulance User Charges	\$ 555,000	\$ 555,000	\$ 600,000	\$ 625,000	\$ 650,000
Rentals	\$ 400,000	\$ 400,000	\$ 400,000	\$ 425,000	\$ 325,000
Departmental Revenues	\$ 560,000	\$ 740,000	\$ 790,000	\$ 820,000	\$ 845,000
Licenses & Permits	\$ 900,000	\$ 900,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Fines & Forfeits	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Investment Earnings	\$ 75,000	\$ 75,000	\$ 75,000	\$ 100,000	\$ 125,000
Medical Assistance Reimbursements	\$ 185,000	\$ 185,000	\$ 185,000	\$ 185,000	\$ 185,000
<b>TOTAL LOCAL RECEIPTS</b>	<b>\$ 12,218,111</b>	<b>\$ 12,704,730</b>	<b>\$ 13,432,865</b>	<b>\$ 14,194,300</b>	<b>\$ 14,574,494</b>

## State Receipts (Cherry Sheet)

State Aid represents approximately 7% 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 forecasts State Receipts based upon the most current information available from the State as of the time of Annual Town Meeting. 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	Budget	Budget	Budget	Projection	
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	
School Chapter 70	\$ 5,326,187	\$ 5,497,577	\$ 5,684,571	\$ 5,771,296	\$ 5,840,456	1.20%
Charter Tuition Assess Reimb	\$ 42,276	\$ 6,906	\$ 19,562	\$ 14,776	\$ 2,058	-86.07%
School Offset Programs **	\$ 111,259	\$ 138,057	\$ 131,886	\$ 125,100	\$ 153,000	22.30%
<b>Subtotal Education</b>	<b>\$ 5,479,722</b>	<b>\$ 5,642,540</b>	<b>\$ 5,836,019</b>	<b>\$ 5,911,172</b>	<b>\$ 5,995,514</b>	<b>1.43%</b>
Unrestricted General Govt Aid	\$ 2,215,064	\$ 2,267,423	\$ 2,330,303	\$ 2,414,194	\$ 2,518,004	4.30%
Veterans Benefits Reimbursed	\$ 84,741	\$ 88,490	\$ 73,440	\$ 81,084	\$ 81,084	0.00%
Vets, Blind & Surviving Spouse (C59	\$ 113,297	\$ 126,282	\$ 122,146	\$ 116,421	\$ 112,861	-3.06%
Public Libraries (C78,S19A) **	\$ 27,374	\$ 27,025	\$ 33,248	\$ 32,722	\$ 32,058	-2.03%
<b>Subtotal General Government</b>	<b>\$ 2,440,476</b>	<b>\$ 2,509,220</b>	<b>\$ 2,559,137</b>	<b>\$ 2,644,421</b>	<b>\$ 2,744,007</b>	<b>3.77%</b>
<b>TOTAL STATE RECEIPTS</b>	<b>\$ 7,920,198</b>	<b>\$ 8,151,760</b>	<b>\$ 8,395,156</b>	<b>\$ 8,555,593</b>	<b>\$ 8,739,521</b>	<b>2.15%</b>

### School Building Assistance

This represents 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. These payments will continue through fiscal year 2018.

### 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, 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 FY2017 Projection specifies approximately \$2,500,000 of Free Cash to fund the capital plan and other reoccurring financial warrant articles. It is also likely that 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.

#### Certified Free Cash – Recent History

June 30 2008	June 30 2009	June 30 2010	June 30 2011	June 30 2012	June 30 2013	June 30 2014	June 30 2015
\$ 3,593,376	\$ 3,299,406	\$ 4,874,096	\$ 7,177,180	\$ 7,461,250	\$ 9,021,382	\$ 9,162,834	\$ 9,774,949

### 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.....	\$ 2,400,000
Sewer Inflow Infiltration.....	\$ 82,225
Chapter 90 Highway.....	<u>\$ 1,100,000</u>
Total.....	\$ 3,582,225

### 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 2013	Budget FY 2014	Budget FY 2015	Budget FY 2016	Projection FY 2017
Overlay Surplus	\$ 605,000	\$ -	\$ -	\$ 713,000	\$ -

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# **Operating Budgets**

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## DEPT 113 - TOWN MEETING & REPORTS

### Description of Services

Includes costs associated with the printing and mailing of official town meeting warrants to town meeting members in conjunction with the three annual town meetings.

Provides for all incidental costs related to the administration of town meetings.

Reflects the costs associated with the printing and binding of the town's annual report as required by MGL Ch. 40 §49.

### Staffing

There are no employees budgeted for this department, however the costs of staffing town meetings are reported here.

### Budget Issues

This budget is level service for FY2017.

	TOTAL EXPENDED 2014	TOTAL EXPENDED 2015	TOTAL RAISED 2016	DEPT REQUEST 2017	SUPER- VISORY 2017	W&M APPROVED 2017	% CHANGE
<b>TOWN MEETING &amp; REPORTS (Lines 1-2)</b>							
1- Salaries - Part Time	\$2,459	\$2,355	\$2,682	\$2,682	\$2,682	\$2,682	
2- Expenses - Cont. Services	\$11,828	\$12,380	\$12,575	\$12,575	\$12,575	\$12,575	
<b>TOTAL</b>	<b>\$14,287</b>	<b>\$14,735</b>	<b>\$15,257</b>	<b>\$15,257</b>	<b>\$15,257</b>	<b>\$15,257</b>	<b>0.00%</b>

## DEPT 114 - TOWN MODERATOR

### Description of Services

The Town Moderator is elected to a one year term and is responsible for directing the three annual town meetings as per Massachusetts General Law and Roberts Rules.

The Town Moderator is the appointing authority for the Ways and Means Committee, the Capital Budget Committee, and various other committees.

	TOTAL EXPENDED 2014	TOTAL EXPENDED 2015	TOTAL RAISED 2016	DEPT REQUEST 2017	SUPER- VISORY 2017	W&M APPROVED 2017	% CHANGE
<b>TOWN MODERATOR (Lines 3-4)</b>							
3- Salaries	\$150	\$150	\$150	\$150	\$150	\$150	
4- Expenses - Mat. & Supplies	\$0	\$0	\$0	\$0	\$0	\$0	
<b>TOTAL</b>	<b>\$150</b>	<b>\$150</b>	<b>\$150</b>	<b>\$150</b>	<b>\$150</b>	<b>\$150</b>	<b>0.00%</b>

## DEPT 115 – WAYS AND MEANS COMMITTEE

### Description of Services

The Ways and Means Committee, appointed by the Town Moderator, is responsible for reviewing all financial aspects of town government and providing a recommendation to town meeting on the operating budget and any warrant articles of a financial nature.

Collaborates with the Board of Selectmen on the issuance of operating budget guidelines each fiscal year.

Administers the town's reserve fund throughout the fiscal year.

### Staffing

(1) Part-Time Recording Clerk

### Budget Issues

This budget is level service for FY2017.

	TOTAL EXPENDED 2014	TOTAL EXPENDED 2015	TOTAL RAISED 2016	DEPT REQUEST 2017	SUPER- VISORY 2017	W&M APPROVED 2017	% CHANGE
<b>WAYS AND MEANS (Lines 5-6)</b>							
5- Salaries - Part Time	\$2,109	\$2,539	\$3,682	\$3,682	\$3,682	\$3,682	
6- Expenses - Mat. & Supplies	\$0	\$0	\$268	\$273	\$273	\$273	
<b>TOTAL</b>	<b>\$2,109</b>	<b>\$2,539</b>	<b>\$3,950</b>	<b>\$3,955</b>	<b>\$3,955</b>	<b>\$3,955</b>	<b>0.13%</b>

## DEPT 116 – CAPITAL BUDGET COMMITTEE

### Description of Services

The Capital Budget Committee is appointed by the Town Moderator and is responsible for reviewing all departmental funding requests related to capital purchases. The Committee provides Town Meeting with a recommendation on each request.

### Staffing

(1) Part-Time Recording Clerk

### Budget Issues

This budget is level service for FY2017.

	TOTAL EXPENDED 2014	TOTAL EXPENDED 2015	TOTAL RAISED 2016	DEPT REQUEST 2017	SUPER- VISORY 2017	W&M APPROVED 2017	% CHANGE
<b>CAPITAL BUDGET COMMITTEE (Lines 7-8)</b>							
7- Salaries - Part Time	\$488	\$314	\$821	\$821	\$821	\$821	
8- Expenses -Mat. & Supplies	\$0	\$0	\$0	\$0	\$0	\$0	
<b>TOTAL</b>	<b>\$488</b>	<b>\$314</b>	<b>\$821</b>	<b>\$821</b>	<b>\$821</b>	<b>\$821</b>	<b>0.00%</b>

## DEPT 122 – TOWN ADMINISTRATOR/SELECTMEN

### Description of Services

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

The Selectmen issue all licenses as authorized by statute, approves all payroll and vendor warrants, signs 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, acts as the Chief Procurement officer of the Town, 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.

### Staffing

(1) Town Administrator, (1) Purchasing Analyst, (1) Office Manager, (2) Principal Clerks, (1) Senior Clerk

### Budget Issues

The budget presented is level service with no increase in staffing.

	TOTAL EXPENDED 2014	TOTAL EXPENDED 2015	TOTAL RAISED 2016	DEPT REQUEST 2017	SUPER-VISORY 2017	W&M APPROVED 2017	% CHANGE
<b>TOWN ADM/SELECTMEN (Lines 9-11)</b>							
<b>Salaries</b>							
Full Time	\$485,348	\$484,924	\$493,023	\$498,932	\$498,932	\$498,932	
Elected/Appointed	\$3,000	\$3,000	\$5,500	\$5,500	\$5,500	\$5,500	
Part Time	\$0	\$3,897	\$2,097	\$2,859	\$2,859	\$2,859	
Overtime	\$4,151	\$0	\$1,600	\$500	\$500	\$500	
<b>9- Total Salaries</b>	<b>\$492,499</b>	<b>\$491,821</b>	<b>\$502,220</b>	<b>\$507,791</b>	<b>\$507,791</b>	<b>\$507,791</b>	
<b>Expenses</b>							
Materials & Supplies	\$1,399	\$0	\$0	\$0	\$0	\$0	
Contracted Services	\$326	\$93	\$1,000	\$1,000	\$1,000	\$1,000	
M.E.L.T.	\$10,569	\$10,964	\$11,500	\$11,500	\$11,500	\$11,500	
<b>10- Total Expenses</b>	<b>\$12,294</b>	<b>\$11,057</b>	<b>\$12,500</b>	<b>\$12,500</b>	<b>\$12,500</b>	<b>\$12,500</b>	
<b>Special Accounts</b>							
Miscellaneous Expenses	\$16,181	\$17,408	\$17,500	\$17,500	\$17,500	\$17,500	
<b>11- Total Special Accounts</b>	<b>\$16,181</b>	<b>\$17,408</b>	<b>\$17,500</b>	<b>\$17,500</b>	<b>\$17,500</b>	<b>\$17,500</b>	
<b>TOTAL</b>	<b>\$520,974</b>	<b>\$520,286</b>	<b>\$532,220</b>	<b>\$537,791</b>	<b>\$537,791</b>	<b>\$537,791</b>	<b>1.05%</b>

## DEPT 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.

This year, the Accounting Department prepared the Town's first Comprehensive Annual Financial Report (CAFR), for the year ended June 30, 2015. This report took the place of the basic financial statement report issued in prior years. The issuance of a CAFR has been a long-term goal of the department.

### Staffing

(1) Town Accountant; (1) Budget Analyst; (2) Principal Clerks; (1) Part-Time Clerk (20 hours)

	TOTAL EXPENDED 2014	TOTAL EXPENDED 2015	TOTAL RAISED 2016	DEPT REQUEST 2017	SUPER-VISORY 2017	W&M APPROVED 2017	% CHANGE
<b>ACCOUNTING (Lines 12-13)</b>							
<b>Salaries</b>							
Full Time	\$268,108	\$270,840	\$286,114	\$287,856	\$287,856	\$287,856	
Part Time	\$29,324	\$30,345	\$31,222	\$31,222	\$31,222	\$31,222	\$31,222
<b>12- Total Salaries</b>	<b>\$297,432</b>	<b>\$301,184</b>	<b>\$317,336</b>	<b>\$319,078</b>	<b>\$319,078</b>	<b>\$319,078</b>	<b>\$319,078</b>
<b>Expenses</b>							
Materials & Supplies	\$590	\$607	\$425	\$425	\$425	\$425	\$425
M.E.L.T.	\$4,202	\$2,740	\$4,295	\$4,350	\$4,350	\$4,350	\$4,350
<b>13- Total Expenses</b>	<b>\$4,792</b>	<b>\$3,347</b>	<b>\$4,720</b>	<b>\$4,775</b>	<b>\$4,775</b>	<b>\$4,775</b>	<b>\$4,775</b>
<b>TOTAL</b>	<b>\$302,224</b>	<b>\$304,531</b>	<b>\$322,056</b>	<b>\$323,853</b>	<b>\$323,853</b>	<b>\$323,853</b>	<b>0.56%</b>

## DEPT 141 - ASSESSORS

### Description of Services

The primary function of the Assessors department is to value all real estate and personal property within the town.

This department also administers all motor vehicle excise bills, real estate exemptions and real estate/ personal property abatements.

Maintains permanent records of all real estate transactions/ ownership information within the Town.

Mails a Form of List to business owners annually, and analyzes the data collected to value all business personal property.

Issues Income and Expense Forms to commercial property owners at the beginning of each year. Data enters and analyzes the returns to determine values on commercial and industrial properties.

Annually mails exemption applications to residents which have previously qualified for an exemption and processes returned applications.

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.

Maintains Databases for Patriot, MUNIS, GIS, and the town website.

### Staffing

(1) Department Head, (1) Principal Clerk, (2) Senior Clerks

### Budget Issues

This budget is presented at level service for FY2017.

	TOTAL EXPENDED 2014	TOTAL EXPENDED 2015	TOTAL RAISED 2016	DEPT REQUEST 2017	SUPER-VISORY 2017	W&M APPROVED 2017	% CHANGE
<b>ASSESSORS (Lines 14-15)</b>							
<b>Salaries</b>							
Full Time	\$254,313	\$263,655	\$265,851	\$254,584	\$254,584	\$254,584	
Elected/Appointed	\$2,600	\$2,600	\$2,600	\$2,600	\$2,600	\$2,600	
<b>14- Total Salaries</b>	<b>\$256,913</b>	<b>\$266,255</b>	<b>\$268,451</b>	<b>\$257,184</b>	<b>\$257,184</b>	<b>\$257,184</b>	
<b>Expenses</b>							
Materials & Supplies	\$2,192	\$2,412	\$3,100	\$3,100	\$3,100	\$3,100	
Contracted Services	\$97,016	\$70,872	\$101,700	\$103,800	\$103,800	\$103,800	
Capital Outlay	\$0	\$0	\$1,500	\$1,500	\$1,500	\$1,500	
M.E.L.T.	\$4,758	\$3,572	\$6,990	\$6,990	\$6,990	\$6,990	
<b>15- Total Expenses</b>	<b>\$103,966</b>	<b>\$76,856</b>	<b>\$113,290</b>	<b>\$115,390</b>	<b>\$115,390</b>	<b>\$115,390</b>	
<b>TOTAL</b>	<b>\$360,879</b>	<b>\$343,111</b>	<b>\$381,741</b>	<b>\$372,574</b>	<b>\$372,574</b>	<b>\$372,574</b>	<b>-2.40%</b>

## DEPT 145 – TREASURER/COLLECTOR

### Description of Services

Performs all duties as outlined in the Town's General bylaws article VII sections 1-5.

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 annual W-2s for all employees.

Prepares and monitors annual Treasurer/Collectors department budget.

Evaluates hires and manages a staff of ten Employees.

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

### Staffing

(1) Elected Treasurer/Collector, (1) Assistant Tax Collector (1) Benefits Administrator, (4) Principal Clerks, (2) Senior Clerks, (2) Part-Time Senior Clerks (30 hours, 20 hours)

### Budget Issues

This budget is presented at level service for FY2017.

	TOTAL EXPENDED 2014	TOTAL EXPENDED 2015	TOTAL RAISED 2016	DEPT REQUEST 2017	SUPER-VISORY 2017	W&M APPROVED 2017	% CHANGE
<b>TREASURER/COLLECTOR (Lines 16-18)</b>							
<b>Salaries</b>							
Full Time	\$414,375	\$439,005	\$439,242	\$423,672	\$423,672	\$423,672	
Elected/Appointed	\$115,601	\$118,077	\$122,478	\$121,352	\$121,352	\$121,352	
Overtime	\$2,152	\$2,536	\$2,000	\$2,000	\$2,000	\$2,000	
Part Time	\$63,287	\$61,560	\$66,202	\$68,773	\$68,773	\$68,773	
<b>16- Total Salaries</b>	<b>\$595,415</b>	<b>\$621,178</b>	<b>\$629,922</b>	<b>\$615,797</b>	<b>\$615,797</b>	<b>\$615,797</b>	
<b>Expenses</b>							
Materials & Supplies	\$20,658	\$17,992	\$18,180	\$18,480	\$18,480	\$18,480	
Contracted Services	\$164	\$1,644	\$1,025	\$1,025	\$1,025	\$1,025	
Capital Outlay	\$0	\$0	\$180	\$180	\$180	\$180	
M.E.L.T.	\$2,331	\$2,455	\$3,288	\$3,288	\$3,288	\$3,288	
<b>17- Total Expenses</b>	<b>\$23,153</b>	<b>\$22,091</b>	<b>\$22,673</b>	<b>\$22,973</b>	<b>\$22,973</b>	<b>\$22,973</b>	
<b>Special Accounts</b>							
Interest Refund	\$0	\$0	\$100	\$100	\$100	\$100	
<b>18- Total Special Accounts</b>	<b>\$0</b>	<b>\$0</b>	<b>\$100</b>	<b>\$100</b>	<b>\$100</b>	<b>\$100</b>	
<b>TOTAL</b>	<b>\$618,568</b>	<b>\$643,269</b>	<b>\$652,695</b>	<b>\$638,870</b>	<b>\$638,870</b>	<b>\$638,870</b>	<b>-2.12%</b>

## DEPT 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.

### Staffing

None

### Budget Issues

Chapter 32B – Health and other employee benefits continue to be a challenging component of the overall budget but due to falling health claim experience; this budget line item will require a 4% increase for FY2017.

Transfer to Other Post-Employment Benefits (OPEB) Trust Fund – This is the second year of providing funding within the operating budget to offset the Town's OPEB liability. The increase is reflected by the funding plan adopted last fiscal year. The biannual update to the Town's actuarial plan is scheduled for the spring of 2017 at which time we will evaluate the current funding plan and make any necessary adjustments.

	TOTAL EXPENDED 2014	TOTAL EXPENDED 2015	TOTAL RAISED 2016	DEPT REQUEST 2017	SUPER-VISORY 2017	W&M APPROVED 2017	% CHANGE
<b>CENTRAL ADMINISTRATION (Lines 19-28)</b>							
19- Central Supply	\$110,000	\$113,227	\$110,000	\$110,000	\$110,000	\$110,000	\$110,000
20- Central Machines	\$25,658	\$22,431	\$25,658	\$25,658	\$25,658	\$25,658	\$25,658
21- Chapter 32B - Health Ins (AA)	\$11,400,000	\$10,997,697	\$11,918,130	\$12,394,855	\$12,394,855	\$12,394,855	\$12,394,855
22- Transfer to OPEB Fund	\$0	\$0	\$500,000	\$546,500	\$546,500	\$546,500	\$546,500
23- Unemployment Comp (AA)	\$125,000	\$121,847	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000
24- Pension Reimbursement (AA)	\$2,000	\$702	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
25- Town Insurance (AA)	\$700,000	\$751,492	\$825,000	\$906,000	\$906,000	\$906,000	\$906,000
26- Financial Audit (AA)	\$65,000	\$44,000	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000
27- Medicare Tax (AA)	\$803,653	\$887,196	\$994,707	\$1,068,633	\$1,068,633	\$1,068,633	\$1,068,633
28- 4th of July/Town Event	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$13,231,311</b>	<b>\$12,938,593</b>	<b>\$14,565,495</b>	<b>\$15,243,646</b>	<b>\$15,243,646</b>	<b>\$15,243,646</b>	<b>4.66%</b>

## DEPT 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.

## Staffing

None

## Budget Issues

This budget reflects the anticipated costs related to both general counsel and labor counsel.

	TOTAL EXPENDED 2014	TOTAL EXPENDED 2015	TOTAL RAISED 2016	DEPT REQUEST 2017	SUPER- VISORY 2017	W&M APPROVED 2017	% CHANGE
<b>LEGAL (Line 29)</b>							
<b>Expenses</b>							
Legal Fees	\$127,075	\$140,625	\$125,000	\$125,000	\$125,000	\$125,000	
Collective Bargaining	\$67,109	\$25,861	\$72,000	\$72,000	\$72,000	\$72,000	
Tax Title	\$10,816	\$2,921	\$3,500	\$3,500	\$3,500	\$3,500	
Cable TV Negotiations	\$0	\$0	\$1,500	\$1,500	\$1,500	\$1,500	
<b>29- Total Expenses</b>	<b>\$205,000</b>	<b>\$169,407</b>	<b>\$202,000</b>	<b>\$202,000</b>	<b>\$202,000</b>	<b>\$202,000</b>	
<b>TOTAL</b>	<b>\$205,000</b>	<b>\$169,407</b>	<b>\$202,000</b>	<b>\$202,000</b>	<b>\$202,000</b>	<b>\$202,000</b>	<b>0.00%</b>

## **DEPT 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, 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 while ensuring their consistent interpretation and application to collective bargaining agreements, local, state and federal laws. Ensures the Town and the School Department's employment practices are in accordance with all applicable state and federal requirements.

- Assists in the preparation and submittal 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 record minutes of meetings with the Insurance Advisory Committee.
- Coordinates in-house training sessions for staff as required or 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.

#### 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 to be voted below represents the Town portion only.

	TOTAL EXPENDED 2014	TOTAL EXPENDED 2015	TOTAL RAISED 2016	DEPT REQUEST 2017	SUPER-VISORY 2017	W&M APPROVED 2017	% CHANGE
<b>HUMAN RESOURCES (Lines 30-32)</b>							
<b>Salaries</b>							
Full Time	\$105,017	\$108,796	\$114,727	\$115,280	\$115,280	\$115,280	
<b>30- Total Salaries</b>	<b>\$105,017</b>	<b>\$108,796</b>	<b>\$114,727</b>	<b>\$115,280</b>	<b>\$115,280</b>	<b>\$115,280</b>	
<b>Expenses</b>							
Materials & Supplies	\$374	\$337	\$1,250	\$1,250	\$1,250	\$1,250	
Contracted Services	\$0	\$0	\$435	\$450	\$450	\$450	
M.E.L.T.	\$1,259	\$1,277	\$2,500	\$2,550	\$2,550	\$2,550	
<b>31- Total Expenses</b>	<b>\$1,633</b>	<b>\$1,613</b>	<b>\$4,185</b>	<b>\$4,250</b>	<b>\$4,250</b>	<b>\$4,250</b>	
<b>Special Accounts</b>							
Employee Computer Training	\$1,413	(\$18)	\$4,200	\$4,000	\$4,000	\$4,000	
BMEA/Education	\$149	\$0	\$5,000	\$5,000	\$5,000	\$5,000	
Recruitment/Retention	\$4,924	\$5,124	\$5,500	\$5,500	\$5,500	\$5,500	
<b>32- Total Special Accounts</b>	<b>\$6,486</b>	<b>\$5,106</b>	<b>\$14,700</b>	<b>\$14,500</b>	<b>\$14,500</b>	<b>\$14,500</b>	
<b>TOTAL</b>	<b>\$113,136</b>	<b>\$115,515</b>	<b>\$133,612</b>	<b>\$134,030</b>	<b>\$134,030</b>	<b>\$134,030</b>	<b>0.31%</b>

## DEPT 155 – MANAGEMENT INFORMATION SYSTEMS

### Description of Services

MIS, comprised of four permanent/full time employees, has been responsible for the installation, maintenance, 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 it's core including a revamped 10Gb network with wireless access in many town Buildings. This year a new VOIP (Voice Over IP) phone system has been installed town-wide.

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 approximately 11 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 for 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](http://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](http://www.burlingtonrecreation.org).

*GeoTMS* is vital to the tracking of various permits issued by the Building department.

*SCADA* assists the Department of Public Works in monitoring their systems.

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.

### Staffing

(1) Critical Systems/Applications Admin; (2) System/Application Admin; (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.

	TOTAL EXPENDED 2014	TOTAL EXPENDED 2015	TOTAL RAISED 2016	DEPT REQUEST 2017	SUPER- VISORY 2017	W&M APPROVED 2017	% CHANGE
<b>MANAGEMENT INFO. SYSTEMS (Lines 33-34)</b>							
Salaries							
Full Time	\$235,436	\$291,254	\$305,792	\$308,383	\$308,383	\$308,383	
<b>33- Total Salaries</b>	<b>\$235,436</b>	<b>\$291,254</b>	<b>\$305,792</b>	<b>\$308,383</b>	<b>\$308,383</b>	<b>\$308,383</b>	
Expenses							
Materials & Supplies	\$8,378	\$4,935	\$2,500	\$1,000	\$1,000	\$1,000	
Contracted Services	\$80,432	\$147,524	\$159,000	\$159,220	\$159,220	\$159,220	
Capital Outlay	\$36,940	\$80,650	\$85,800	\$85,500	\$85,500	\$85,500	
<b>34- Total Expenses</b>	<b>\$125,750</b>	<b>\$233,108</b>	<b>\$247,300</b>	<b>\$245,720</b>	<b>\$245,720</b>	<b>\$245,720</b>	
<b>TOTAL</b>	<b>\$361,186</b>	<b>\$524,362</b>	<b>\$553,092</b>	<b>\$554,103</b>	<b>\$554,103</b>	<b>\$554,103</b>	<b>0.18%</b>

## DEPT 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.

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.

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, content editor for the Town calendar and various other sections on the Town website; serves as Notary Public, Justice of the Peace, and Commissioner to Qualify Public Officers.

### Staffing

(1) Department Head, (1) Archivist/Records Manager, (1) Administrative Assistant, (1) Senior Clerk, (1) Part-Time Department Assistant (19 hours)

### Budget Issues

Revenue generated for 2015: \$166,413, includes over \$90,000 from On-line request system.

	TOTAL EXPENDED 2014	TOTAL EXPENDED 2015	TOTAL RAISED 2016	DEPT REQUEST 2017	SUPER- VISORY 2017	W&M APPROVED 2017	% CHANGE
<b>TOWN CLERK (Lines 35-37)</b>							
Salaries							
Full Time	\$151,609	\$157,993	\$163,097	\$169,307	\$169,307	\$169,307	
Elected/Appointed	\$85,216	\$96,777	\$101,687	\$103,865	\$103,865	\$103,865	
Part Time	\$0	\$0	\$0	\$0	\$0	\$0	
<b>35- Total Salaries</b>	<b>\$236,825</b>	<b>\$254,770</b>	<b>\$264,784</b>	<b>\$273,172</b>	<b>\$273,172</b>	<b>\$273,172</b>	
Expenses							
Materials & Supplies	\$2,539	\$1,642	\$2,500	\$2,500	\$2,500	\$2,500	
Contracted Services	\$9,005	\$9,373	\$10,850	\$10,950	\$10,950	\$10,950	
Capital Outlay	\$120	\$1,837	\$1,200	\$1,200	\$1,200	\$1,200	
M.E.L.T.	\$2,604	\$2,870	\$3,100	\$3,100	\$3,100	\$3,100	
<b>36- Total Expenses</b>	<b>\$14,268</b>	<b>\$15,722</b>	<b>\$17,650</b>	<b>\$17,750</b>	<b>\$17,750</b>	<b>\$17,750</b>	
Special Accounts							
Elections	\$21,027	\$49,518	\$40,632	\$67,405	\$67,405	\$67,405	
<b>37- Total Special Accounts</b>	<b>\$21,027</b>	<b>\$49,518</b>	<b>\$40,632</b>	<b>\$67,405</b>	<b>\$67,405</b>	<b>\$67,405</b>	
<b>TOTAL</b>	<b>\$272,120</b>	<b>\$320,010</b>	<b>\$323,066</b>	<b>\$358,327</b>	<b>\$358,327</b>	<b>\$358,327</b>	<b>10.91%</b>

## DEPT 162 – REGISTRARS OF VOTERS

### Description of Services

Census and Voter Registration: Conducts an annual listing of all residents/voters and maintain the State's Central Voter Registry; initiates voter registration outreach; publishes the annual street list in conjunction with the Town Clerk's Department; conducts hearings on challenges to residents' eligibility to vote.

Petitions and Nominations: Certifies names of registered voters who sign state and local petitions and nomination papers, in conjunction with the Town Clerk's office.

Oversees voter issues during and following elections.

Recounts: Conduct recounts of contested election races.

### Staffing

(1) P/T Dept. Assistant (Town Clerk's Department), (3) Appointed Board Members

	TOTAL EXPENDED 2014	TOTAL EXPENDED 2015	TOTAL RAISED 2016	DEPT REQUEST 2017	SUPER- VISORY 2017	W&M APPROVED 2017	% CHANGE
<b>REGISTRARS OF VOTERS (Lines 38-39)</b>							
Salaries							
Elected/Appointed	\$1,150	\$1,150	\$1,150	\$1,150	\$1,150	\$1,150	
<b>38- Total Salaries</b>	<b>\$1,150</b>	<b>\$1,150</b>	<b>\$1,150</b>	<b>\$1,150</b>	<b>\$1,150</b>	<b>\$1,150</b>	
Expenses							
Materials & Supplies	\$708	\$768	\$900	\$900	\$900	\$900	
Contracted Services	\$5,263	\$6,019	\$6,200	\$6,310	\$6,310	\$6,310	
<b>39- Total Expenses</b>	<b>\$5,970</b>	<b>\$6,788</b>	<b>\$7,100</b>	<b>\$7,210</b>	<b>\$7,210</b>	<b>\$7,210</b>	
<b>TOTAL</b>	<b>\$7,120</b>	<b>\$7,938</b>	<b>\$8,250</b>	<b>\$8,360</b>	<b>\$8,360</b>	<b>\$8,360</b>	<b>1.33%</b>

## **DEPT 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 stormwater interns will perform the water quality sampling.

### Staffing

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

### Budget Issues

Two stormwater interns and additional hours for the land management intern position have been budgeted to perform new Federally-mandated work. These three part-time positions are the reason the department budget is over the guideline.

	TOTAL EXPENDED 2014	TOTAL EXPENDED 2015	TOTAL RAISED 2016	DEPT REQUEST 2017	SUPER- VISORY 2017	W&M APPROVED 2017	% CHANGE
<b>CONSERVATION (Lines 40-42)</b>							
<b>Salaries</b>							
Full Time	\$187,947	\$188,072	\$196,129	\$184,758	\$184,758	\$184,758	
Part Time	\$1,482	\$1,190	\$2,090	\$15,068	\$15,068	\$15,068	
<b>40- Total Salaries</b>	<b>\$189,429</b>	<b>\$189,262</b>	<b>\$198,219</b>	<b>\$199,826</b>	<b>\$199,826</b>	<b>\$199,826</b>	
<b>Expenses</b>							
Materials & Supplies	\$568	\$529	\$700	\$5,700	\$5,700	\$5,700	
M.E.L.T.	\$1,397	\$2,376	\$2,645	\$2,770	\$2,770	\$2,770	
<b>41- Total Expenses</b>	<b>\$1,965</b>	<b>\$2,905</b>	<b>\$3,345</b>	<b>\$8,470</b>	<b>\$8,470</b>	<b>\$8,470</b>	
<b>Special Accounts</b>							
Land Management/Legal Ads	\$3,480	\$3,969	\$4,250	\$7,800	\$7,800	\$7,800	
Stream Cleaning	\$9,116	\$8,992	\$9,750	\$10,000	\$10,000	\$10,000	
<b>42- Total Special Accounts</b>	<b>\$12,596</b>	<b>\$12,961</b>	<b>\$14,000</b>	<b>\$17,800</b>	<b>\$17,800</b>	<b>\$17,800</b>	
<b>TOTAL</b>	<b>\$203,990</b>	<b>\$205,128</b>	<b>\$215,564</b>	<b>\$226,096</b>	<b>\$226,096</b>	<b>\$226,096</b>	<b>4.89%</b>

## DEPT 175 – PLANNING

### 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.

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.

Day-to-day responsibilities include; database management, GIS data management, addressing citizen inquiries and concerns, monitoring construction activity, and conducting research to provide the Planning Board with background information.

### Staffing

(1) Department Head, (1) Senior Planner, (1) Assistant Planner, (1) Principal 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. A coordinated effort to streamline electronic records management across many departments should also be considered as real estate for paper filing of documents is getting very tight.

	TOTAL EXPENDED 2014	TOTAL EXPENDED 2015	TOTAL RAISED 2016	DEPT REQUEST 2017	SUPER-VISORY 2017	W&M APPROVED 2017	% CHANGE
<b>PLANNING BOARD (Lines 43-44)</b>							
<b>Salaries</b>							
Full Time	\$243,366	\$252,073	\$265,772	\$259,994	\$259,994	\$259,994	
Elected/Appointed	\$3,776	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	
Overtime	\$0	\$0	\$775	\$775	\$775	\$775	
Part Time	\$5,365	\$4,060	\$4,105	\$4,273	\$4,273	\$4,273	
<b>43- Total Salaries</b>	<b>\$252,507</b>	<b>\$260,533</b>	<b>\$275,052</b>	<b>\$269,442</b>	<b>\$269,442</b>	<b>\$269,442</b>	
<b>Expenses</b>							
Materials & Supplies	\$1,924	\$1,536	\$1,700	\$1,700	\$1,700	\$1,700	
Contracted Services	\$7,067	\$7,530	\$7,620	\$18,120	\$18,120	\$18,120	
Capital Outlay	\$1,008	\$0	\$0	\$0	\$0	\$0	
M.E.L.T.	\$5,735	\$7,399	\$9,016	\$9,016	\$9,016	\$9,016	
<b>44- Total Expenses</b>	<b>\$15,734</b>	<b>\$16,465</b>	<b>\$18,336</b>	<b>\$28,836</b>	<b>\$28,836</b>	<b>\$28,836</b>	
<b>TOTAL</b>	<b>\$268,241</b>	<b>\$276,998</b>	<b>\$293,388</b>	<b>\$298,278</b>	<b>\$298,278</b>	<b>\$298,278</b>	<b>1.67%</b>

## **DEPT 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.

### Staffing

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

### Budget Issues

This budget is level funded for FY2017. A change in department procedure in FY2016 shifted the responsibility of advertising and certified mailing costs to applicants, which has aided in the level funding of expenses.

	TOTAL EXPENDED 2014	TOTAL EXPENDED 2015	TOTAL RAISED 2016	DEPT REQUEST 2017	SUPER- VISORY 2017	W&M APPROVED 2017	% CHANGE
<b>BOARD OF APPEALS (Lines 45-47)</b>							
45- Salaries - Part Time	\$13,841	\$12,075	\$12,120	\$12,120	\$12,120	\$12,120	
46- Expenses - Mat & Supplies	\$286	\$236	\$250	\$250	\$250	\$250	
47- Spec. Accts - Ads & Postage	\$6,001	\$1,545	\$500	\$500	\$500	\$500	
<b>TOTAL</b>	<b>\$20,128</b>	<b>\$13,857</b>	<b>\$12,870</b>	<b>\$12,870</b>	<b>\$12,870</b>	<b>\$12,870</b>	<b>0.00%</b>

## DEPT 192 – TOWN FACILITIES

At Town Meeting in September 2013, the body voted to consolidate this department into Public Works effective FY2014. The Town Facilities budget has since been presented as part of the Public Works budget.

The budget presented below includes library building occupancy, as this reclassification results in indirect cost savings. Although building occupancy is being presented in the Town Facilities budget, Ways and Means will continue to monitor these costs and take into consideration when reviewing the library budget as a whole. For further explanation regarding this reclassification, please reference the library budget narrative within this document.

	TOTAL EXPENDED 2014	TOTAL EXPENDED 2015	TOTAL RAISED 2016	DEPT REQUEST 2017	SUPER- VISORY 2017	W&M APPROVED 2017	% CHANGE
<b>TOWN FACILITIES (Line 48)</b>							
Expenses							
Occupancy	\$101,237	\$101,237	\$95,270	\$111,202	\$111,202	\$111,202	
<b>48- Total Expenses</b>	<b>\$101,237</b>	<b>\$101,237</b>	<b>\$95,270</b>	<b>\$111,202</b>	<b>\$111,202</b>	<b>\$111,202</b>	
<b>TOTAL</b>	<b>\$101,237</b>	<b>\$101,237</b>	<b>\$95,270</b>	<b>\$111,202</b>	<b>\$111,202</b>	<b>\$111,202</b>	<b>16.72%</b>

## DEPT 210 – POLICE

### OVERVIEW

The Police Department's budget request for FY 2017 is \$7,909,836. This represents an overall increase of 2.66%, which is below the guidelines for this fiscal year. The budget focuses primarily on personnel while maintaining the services that residents have come to expect.

### BUDGET DETAILS

#### Full-time Salaries

Full-time salaries will increase by 3.01%.

The patrol contract is currently expired and the command will expire at the end of this fiscal year.

Full-time salaries include step and longevity increases. Holiday pay and other contractual incentives are also included under full-time salaries.

This budget has an additional full time patrol position, bringing the department complement to 65 full time officers. This position is funded for only ten months, as July and August are difficult months to train a new officer. Three positions that were funded for only nine months in FY2016 are now fully funded. A full time temporary dispatcher is **NOT** reflected in this budget. This position is replacing a dispatcher who is out on long-term injury with an unknown return date which makes it impossible to determine a correct amount to budget. Depending on how long this position is maintained it may require a mid-year transfer of funds to cover its cost.

### **Overtime Salaries**

Overtime will increase by 3.53%. Sick and vacation buyback has been increased by \$15,000.00 to account for more officers buying back time. An additional \$5000.00 was also added to the injury replacement account.

### **Traffic Supervisor Salaries**

This account increases by 0.92% due to step raises.

### **Animal Control Officer Salary**

This account will be level funded due to the fact that the collective bargaining agreement will expire at the end of this fiscal year.

### **Salaries Summary**

Overall, salaries will increase by 2.96% in FY2017.

## ***EXPENSES***

### **Materials and Supplies**

Armorer related expenses are the largest part of this account, along with other items such as fingerprinting supplies, office equipment etc. In order to stay within guidelines, this account will be level funded.

### **Occupancy**

This account will increase by 1.81%. Electricity costs have been adjusted per budget guidelines to reflect an increase on the delivery/transmission costs associated with these utilities. This account also sees a very slight increase in phone service offset by a \$1,300.00 decrease in wireless connectivity charges.

### **Capital Outlay**

This account will be level funded. An increase of \$14,000 in drug equipment will be used to augment a private radio channel to be used not only in surveillance for drug cases but also in vice activity **AND** to assist town wide with interoperability with other departments should the need arise. This money is accounted for by a reallocation of funds within the account.

### **Contracted Services**

Computer software and hardware maintenance account for the majority of this account. This account will not increase over last year.

### **Out-of-State Travel**

As usual, this will not be funded.

### **M.E.L.T.**

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

## Special Accounts

This account will decrease 0.35% in FY17 due to a 10.48% (\$11,000) reduction in gasoline. \$10,000.00 has been added to the medical account which has been level funded for at four years. Other funds have been reallocated to address the needs of training within the department. Training has been level funded for four years while costs have increased every year. I believe the national Task Force on 21<sup>st</sup> Century Policing summed up the training issues facing communities succinctly

*As our nation becomes more pluralistic and the scope of law enforcement responsibilities expands, the need for more and better training has become critical. Today's line officers and leaders must meet a wide variety of challenges including international terrorism, evolving technologies, rising immigration, changing laws, new cultural mores, and a growing mental health crisis..*

Burlington has always been on the cutting edge of training. This increase will allow that to continue.

## CONCLUSION

At an overall increase of 2.66%, this budget falls within guidelines. Moreover, this increase is almost entirely due to mandated salary increases within the CBAs, and a new patrol position.

With a FY17 increase of only 0.22 % *combined* in expenses and special accounts coupled with an increase of only 0.68% in those same accounts in FY16, this will a tight budget year that will have to be monitored closely.

Prepared by Chief Michael R. Kent

	TOTAL EXPENDED 2014	TOTAL EXPENDED 2015	TOTAL RAISED 2016	DEPT REQUEST 2017	SUPER-VISORY 2017	W&M APPROVED 2017	% CHANGE
<b>POLICE DEPARTMENT (Lines 49-51)</b>							
<b>Salaries</b>							
Full Time	\$5,443,876	\$5,744,934	\$6,028,304	\$6,259,351	\$6,209,738	\$6,209,738	
Overtime	\$669,786	\$779,345	\$566,100	\$586,100	\$586,100	\$586,100	
Part Time	\$170,993	\$109,459	\$268,821	\$270,640	\$270,640	\$270,640	
<b>49- Total Salaries</b>	<b>\$6,284,655</b>	<b>\$6,633,739</b>	<b>\$6,863,225</b>	<b>\$7,116,091</b>	<b>\$7,066,478</b>	<b>\$7,066,478</b>	
<b>Expenses</b>							
Materials & Supplies	\$60,959	\$62,310	\$65,988	\$65,988	\$65,988	\$65,988	
Contracted Services	\$118,297	\$118,584	\$118,600	\$118,600	\$118,600	\$118,600	
Occupancy	\$154,405	\$155,182	\$155,825	\$158,653	\$158,653	\$158,653	
Capital Outlay	\$165,356	\$180,943	\$208,432	\$208,432	\$208,432	\$208,432	
M.E.L.T.	\$3,325	\$3,325	\$3,325	\$3,325	\$3,325	\$3,325	
<b>50- Total Expenses</b>	<b>\$502,342</b>	<b>\$520,343</b>	<b>\$552,170</b>	<b>\$554,998</b>	<b>\$554,998</b>	<b>\$554,998</b>	
<b>Special Accounts</b>							
Clothing Officers/Traffic Sup.	\$36,296	\$43,719	\$41,860	\$41,860	\$41,860	\$41,860	
Training/Education	\$83,130	\$92,000	\$110,000	\$110,000	\$110,000	\$110,000	
NEMLEC	\$6,350	\$6,500	\$6,500	\$6,500	\$6,500	\$6,500	
Medical (111-F)	\$84,087	\$23,723	\$25,000	\$35,000	\$35,000	\$35,000	
Dead Animal Disposal	\$1,000	\$673	\$1,000	\$1,000	\$1,000	\$1,000	
Gasoline	\$119,077	\$107,721	\$105,000	\$94,000	\$94,000	\$94,000	
Retirement Buyback	\$0	\$0	\$0	\$0	\$0	\$0	
<b>51- Total Special Accounts</b>	<b>\$329,940</b>	<b>\$274,337</b>	<b>\$289,360</b>	<b>\$288,360</b>	<b>\$288,360</b>	<b>\$288,360</b>	
<b>TOTAL</b>	<b>\$7,116,937</b>	<b>\$7,428,419</b>	<b>\$7,704,755</b>	<b>\$7,959,449</b>	<b>\$7,909,836</b>	<b>\$7,909,836</b>	<b>2.66%</b>

## **DEPT 220 – FIRE**

### Description of Services

The Fire Departments (FD) mission is to protect and preserve life and property in the community through code enforcement, public education programs, and incident response to fire, medical, and a myriad of other emergencies. The Fire Department (FD) provides code and regulation enforcement of local, state and federal statutes, regulations, and local bylaws pertaining to fire safety. We regularly inspect commercial properties and participate in quarterly inspections in all hotels, schools, and health care facilities. The FD works and trains with other municipal and public safety departments such as Police, DPW, BOH, COA, and Building Dept. to ensure the safest possible environment for residents and visitors of Burlington. 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 materials when required.

We train members of the public in CPR, conduct BP clinics, fire safety education to all ages, engage in special programs to provide smoke and CO detectors when funding is available. We consult with commercial property managers regarding fire drills and emergency planning.

The Fire Department (FD) maintains the municipal fire alarm system, emergency radio communications system, and computerized state and federal fire incident reporting system. We operate the fire and emergency medical dispatch division of 911 communications for emergencies and business.

We provide emergency medical basic life support (BLS) care and transport including CPR & AED, Epi-pen, trauma, and other responses. We extinguish and investigate fires and their causes; extricate trapped victims from motor vehicle accidents. We will assist in confined space rescues , trench collapses, and high rise rescues; respond to flooded basements and other areas; provide ice and water rescue; mitigate hazardous material spills and releases; and are the primary emergency services provider for motor vehicle crashes (MVC) with injuries.

Firefighters receive daily training, participate in residential and business safety inspections, maintain all emergency apparatus and equipment on a daily basis, respond to calls of inquiry and calls for assistance from the public. We respond to other communities on emergency mutual aid calls and receive mutual aid from other communities. Members train with other fire departments and EMS services to enhance regional response capabilities.

### Staffing

(1) Chief, (1) Assistant Chief, (6) Captains, (9) Lieutenants, (44) Firefighters, (4) Civilian Dispatcher; (2) Clerks, (1) Part-time Clerk, (1) Civilian Mechanic

### Budget Issues

- Additional Firefighter / Emergency Medical Technicians are needed to respond to the growing emergency response workload. We suggest that new EMTs should be certified to EMT-Paramedic level to provide an in house ALS (Advanced Life Support) service which will provide a in house higher level of care and a potential enhanced revenue stream.
- The potential relocation / construction of Station 2 is still in the discussion and planning phase as the Administration develops a master plan for facility development. The need for a new larger facility to house additional personnel and apparatus to address the increasing responses of the Middlesex Turnpike corridor still exists and need to be addressed in the near future.
- The multi-phase transition of the municipal wired fire system to the new radio fire alarm box system is nearing completion. We've notified local businesses that we are no longer maintaining the system and we're in the process of dismantling the older wired system.

- As always there is the challenge of maintaining adequate funding for operational expenses while meeting increased public safety demands and doing all that under the proposed administrative guideline.

	TOTAL EXPENDED 2014	TOTAL EXPENDED 2015	TOTAL RAISED 2016	DEPT REQUEST 2017	SUPER-VISORY 2017	W&M APPROVED 2017	% CHANGE
<b>FIRE DEPARTMENT (Lines 52-54)</b>							
<b>Salaries</b>							
Full Time	\$5,063,049	\$5,207,385	\$5,346,111	\$5,631,310	\$5,631,310	\$5,631,310	
Overtime	\$625,402	\$703,378	\$710,500	\$755,000	\$755,000	\$755,000	
Part Time	\$43,000	\$44,472	\$45,737	\$45,736	\$45,736	\$45,736	
<b>52- Total Salaries</b>	<b>\$5,731,451</b>	<b>\$5,955,235</b>	<b>\$6,102,348</b>	<b>\$6,432,046</b>	<b>\$6,432,046</b>	<b>\$6,432,046</b>	
<b>Expenses</b>							
Materials & Supplies	\$196,380	\$186,850	\$202,400	\$204,400	\$204,400	\$204,400	
Contracted Services	\$72,291	\$86,938	\$90,800	\$86,300	\$86,300	\$86,300	
Occupancy	\$62,880	\$67,442	\$77,526	\$80,974	\$80,974	\$80,974	
Capital Outlay	\$61,577	\$62,240	\$66,754	\$61,698	\$61,698	\$61,698	
M.E.L.T.	\$6,435	\$8,742	\$11,000	\$11,000	\$11,000	\$11,000	
<b>53- Total Expenses</b>	<b>\$399,563</b>	<b>\$412,212</b>	<b>\$448,480</b>	<b>\$444,372</b>	<b>\$444,372</b>	<b>\$444,372</b>	
<b>Special Accounts</b>							
Medical & Hospital	\$32,679	\$14,946	\$35,500	\$35,500	\$35,500	\$35,500	
Recertification of EMTs	\$7,392	\$6,912	\$7,500	\$7,500	\$7,500	\$7,500	
Tuition & Books	\$7,400	\$11,291	\$12,000	\$12,000	\$12,000	\$12,000	
Licenses & Certifications	\$1,090	\$2,099	\$2,200	\$2,500	\$2,500	\$2,500	
Clothing Allowance	\$53,151	\$52,343	\$53,150	\$56,450	\$56,450	\$56,450	
Fire Prevention	\$4,198	\$4,322	\$4,700	\$4,700	\$4,700	\$4,700	
Arson Investigation	\$0	\$7,462	\$1,200	\$1,200	\$1,200	\$1,200	
Training	\$18,434	\$20,051	\$19,000	\$19,000	\$19,000	\$19,000	
Tech Equip, Maint & Mgt	\$5,507	\$5,286	\$5,800	\$5,800	\$5,800	\$5,800	
Termination Buy Back	\$0	\$0	\$10	\$10	\$10	\$10	
Wellness Program	\$4,000	\$2,687	\$4,000	\$4,000	\$4,000	\$4,000	
Community Risk Reduction	\$0	\$2,500	\$3,000	\$3,500	\$3,500	\$3,500	
<b>54- Total Special Accounts</b>	<b>\$133,851</b>	<b>\$129,900</b>	<b>\$148,060</b>	<b>\$152,160</b>	<b>\$152,160</b>	<b>\$152,160</b>	
<b>TOTAL</b>	<b>\$6,264,865</b>	<b>\$6,497,347</b>	<b>\$6,698,888</b>	<b>\$7,028,578</b>	<b>\$7,028,578</b>	<b>\$7,028,578</b>	<b>4.92%</b>

## DEPT 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.

The 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 approval 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, meeting and training exercises. These agencies include the Local Emergency Planning Committee (LEPC), Massachusetts Emergency Management Agency (FEMA), the Board of Building Regulations and Standards (BRS) and the Commonwealth of Massachusetts Department of Fire Services (DFS).

The Building Department's goals for the future are (1) hire and keep proper staffing levels, (2) plan for future construction growth, (3) expansion of the permit tracking software system and (4) integrate existing paper files into the records tracking software. We have been trying to attain these goals we have set, however with the continued economic construction growth within the Town; it has been difficult to keep up with the demand on services.

### Staffing

(1) Department Head- Inspector of Buildings, (1) Senior Local Building Inspector, (1) Local Building Inspector, (1) Inspector of Wires, (1) Plumbing and Gas Inspector, (1) Principal Clerk, (1) Part Time Administrative Assistant (19 hours), and (1) Part Time Local Building Inspector (10 hours).

### Budget Issues

This department recoups more than 100% of its costs through building and permit fees. In fact, over the last ten years this department has collected \$21,047,646 in fees, which resulted in \$2.14 billion in construction projects being permitted. The construction growth from 2012 to 2015 exceeds a 90% increase from prior years. The town's cost to operate this department over the same ten year period was approximately \$5.5 million. The estimated construction value of projects permitted in 2015 was \$300 million. Recently, several major projects scheduled for future fiscal years have been accelerated to 2015/2016 which has exacerbated the workload within this office.

### Future Needs

The construction growth within the Town has been steadily increasing over many years, however the last three (3) years the growth has been significant and this is being done with little increase in staffing levels. We are recommending hiring an additional Part-Time Local Building Inspector (10 hours/week) to help with the overall workload of permits and inspections. The department would like to welcome John Luther, Jr - Local Building Inspector and Erin Killilea - Administrative Assistant to our staff. We would like to thank all of the Building Department Staff for their dedication and hard work during this period of increased construction activity. Overall, the department needs to focus on keeping staffing levels a constant.

	TOTAL EXPENDED 2014	TOTAL EXPENDED 2015	TOTAL RAISED 2016	DEPT REQUEST 2017	SUPER- VISORY 2017	W&M APPROVED 2017	% CHANGE
<b>BUILDING DEPARTMENT (Lines 55-57)</b>							
Salaries							
Full Time	\$444,020	\$464,782	\$476,566	\$508,184	\$463,554	\$463,554	
Overtime	\$18,860	\$34,599	\$35,000	\$20,000	\$35,000	\$35,000	
Part Time	\$18,550	\$17,087	\$20,699	\$20,635	\$43,208	\$43,208	
<b>55- Total Salaries</b>	<b>\$481,430</b>	<b>\$516,469</b>	<b>\$532,265</b>	<b>\$548,819</b>	<b>\$541,762</b>	<b>\$541,762</b>	
Expenses							
Materials & Supplies	\$1,682	\$1,943	\$2,875	\$2,875	\$2,875	\$2,875	
Contracted Services	\$17,816	\$20,858	\$22,546	\$22,546	\$22,546	\$22,546	
Capital Outlay	\$409	\$282	\$1,000	\$1,000	\$1,000	\$1,000	
M.E.L.T.	\$6,762	\$8,818	\$10,025	\$10,525	\$10,525	\$10,525	
<b>56- Total Expenses</b>	<b>\$26,669</b>	<b>\$31,901</b>	<b>\$36,446</b>	<b>\$36,946</b>	<b>\$36,946</b>	<b>\$36,946</b>	
Special Accounts							
Hazardous Structures	\$0	\$0	\$10	\$0	\$0	\$0	
<b>57- Total Special Accounts</b>	<b>\$0</b>	<b>\$0</b>	<b>\$10</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
<b>TOTAL</b>	<b>\$508,099</b>	<b>\$548,370</b>	<b>\$568,721</b>	<b>\$585,765</b>	<b>\$578,708</b>	<b>\$578,708</b>	<b>1.76%</b>

## DEPT 244 – SEALER OF WEIGHTS

### Description of Services

The Town has engaged the Commonwealth of Massachusetts to provide Sealer services since FY12. The Sealer is responsible for enforcing the accuracy requirements and other standards relating to weighing and measuring devices and the use thereof used in the sale of food, fuels and other products. The Town created 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 service and level funded for FY2017.

	TOTAL EXPENDED 2014	TOTAL EXPENDED 2015	TOTAL RAISED 2016	DEPT REQUEST 2017	SUPER- VISORY 2017	W&M APPROVED 2017	% CHANGE
<b>SEALER OF WEIGHTS (Line 58)</b>							
<b>Expenses</b>							
Materials & Supplies	\$300	\$300	\$300	\$300	\$300	\$300	\$300
Contracted Services	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500
M.E.L.T.	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>58- Total Expenses</b>	<b>\$7,800</b>	<b>\$7,800</b>	<b>\$7,800</b>	<b>\$7,800</b>	<b>\$7,800</b>	<b>\$7,800</b>	<b>\$7,800</b>
<b>TOTAL</b>	<b>\$7,800</b>	<b>\$7,800</b>	<b>\$7,800</b>	<b>\$7,800</b>	<b>\$7,800</b>	<b>\$7,800</b>	<b>0.00%</b>

## DEPT 291 – EMERGENCY MANAGEMENT

### Description of Services

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

### Staffing

(1) Appointed Director

### Budget Issues

This budget is presented as level funded for FY2017.

	TOTAL EXPENDED 2014	TOTAL EXPENDED 2015	TOTAL RAISED 2016	DEPT REQUEST 2017	SUPER- VISORY 2017	W&M APPROVED 2017	% CHANGE
<b>EMERGENCY MGT SERVICE (59-61)</b>							
Salaries							
Elected/Appointed	\$5,077	\$10,039	\$10,000	\$10,000	\$10,000	\$10,000	
<b>59- Total Salaries</b>	<b>\$5,077</b>	<b>\$10,039</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$10,000</b>	
Expenses							
Materials & Supplies	\$250	\$2,500	\$11,952	\$11,952	\$11,952	\$11,952	
Contracted Services	\$200	\$200	\$500	\$500	\$500	\$500	
Occupancy	\$17,033	\$10,750	\$0	\$0	\$0	\$0	
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0	
M.E.L.T.	\$145	\$0	\$150	\$150	\$150	\$150	
<b>60- Total Expenses</b>	<b>\$17,628</b>	<b>\$13,450</b>	<b>\$12,602</b>	<b>\$12,602</b>	<b>\$12,602</b>	<b>\$12,602</b>	
Special Accounts							
Training	\$0	\$0	\$1,000	\$1,000	\$1,000	\$1,000	
Surplus Property	\$0	\$0	\$0	\$0	\$0	\$0	
Emergency Fund	\$0	\$0	\$0	\$0	\$0	\$0	
<b>61- Total Special Accounts</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,000</b>	<b>\$1,000</b>	<b>\$1,000</b>	<b>\$1,000</b>	
<b>TOTAL</b>	<b>\$22,705</b>	<b>\$23,489</b>	<b>\$23,602</b>	<b>\$23,602</b>	<b>\$23,602</b>	<b>\$23,602</b>	<b>0.00%</b>

## DEPT 301 – REGIONAL SCHOOL ASSESSMENTS

### Description of Services

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

For FY2017 we present the addition of the Essex North Shore Agricultural & Technical School District. Burlington students have always had the option of attending the Agricultural School and some have in the past. Recent changes to the organizational structure of the school now require that Town Meeting appropriate funds for this purpose as we do for Shawsheen. Previously, the Commonwealth took this assessment directly out of the Town's State Aid and thus it was not subject to appropriation by Town Meeting.

	TOTAL EXPENDED 2014	TOTAL EXPENDED 2015	TOTAL RAISED 2016	DEPT REQUEST 2017	SUPER- VISORY 2017	W&M APPROVED 2017	% CHANGE
<b>REGIONAL SCHOOL ASSESSMENTS (Line 62)</b>							
Shawsheen Valley Tech	\$1,417,940	\$1,772,786	\$1,921,279	\$2,037,230	\$2,033,479	\$2,033,479	
Essex North Shore Agricultural	\$0	\$0	\$0	\$65,000	\$65,000	\$65,000	
<b>62- Total (AA)</b>	<b>\$1,417,940</b>	<b>\$1,772,786</b>	<b>\$1,921,279</b>	<b>\$2,102,230</b>	<b>\$2,098,479</b>	<b>\$2,098,479</b>	<b>9.22%</b>

## DEPT 300 – LOCAL EDUCATION

The School Committee's recommended FY 2017 budget meets the agreed to 4.0% operating budget guideline and comes in below the 6% accommodated guideline at 4.95%. The operating budget request is \$47,788,756 with an accommodated budget request of \$9,120,833.

The operating budget breaks down into rough percentages as follows:

- 84% Salaries
- 12.5% Transportation/Utilities/Contracted Services
- 3.5% Supplies/Textbooks/Equipment

The FY2017 budget includes the following:

- Funding to support our contractual obligations.
- A 2% increase in supplies and materials across all schools.
- Funding to maintain class sizes.
- Funding for the known commitments for Special Education and English Language Learner support, tuitions, and transportation.

There are 6 additional positions requested in FY2017. These positions include:

- 1 Elementary Assistant Principal for Memorial School
- 1 Occupational Therapist for Marshall Simonds Middle School
- 0.6 Elementary Music Position as more students are selecting string instruments
- 0.4 Middle School Music Position to assist in a shift in curriculum
- 1.0 Instructional Assistant Middle School Bridges Program
- 1.0 Instructional Assistant Middle School Life Skills Program
- 1.0 reinstated Assistant Principal position at Francis Wyman School for a total of 6 positions

The state adopted new educator evaluation regulations, anti-bullying regulations, and attendance regulations that require the addition of administrators at our two largest elementary schools to comply with these new regulations. The additional Occupational Therapist is the result of an increase in students requiring these services. There are more students selecting string instruments as an elementary instrument option. In addition, we are freeing up a music teacher for part of the school day to update the elementary music curriculum. This strategy is more cost effective than contracting out these services. The two additional instructional assistants are being added as a result of more students requiring specialized services.

Over the last few months, all building principals and department leaders presented their needs to the School Committee and the Subcommittee of Ways and Means. These requests initially totaled a 5.9% increase from FY2016. Much of the work over the last few months has been to provide the School Committee with a FY2017 budget that met the guideline established at the start of the budgeting process.

As always, the school district is grateful for the continued support of Town Meeting. We believe we are providing the students of Burlington Public Schools the programming that they need to be successful future citizens. Thank you for your consideration.

Sincerely,



Eric M. Conti, Ph.D.  
Superintendent

	TOTAL EXPENDED 2014	TOTAL EXPENDED 2015	TOTAL RAISED 2016	DEPT REQUEST 2017	SUPER- VISORY 2017	W&M APPROVED 2017	% CHANGE
<b>LOCAL EDUCATION (Line 63)</b>							
<b>Total Operating</b>	\$42,385,445	\$44,187,394	\$45,954,890	\$47,788,756	\$47,788,756	\$47,788,756	
<b>TOTAL OPERATING</b>	<b>\$42,385,445</b>	<b>\$44,187,394</b>	<b>\$45,954,890</b>	<b>\$47,788,756</b>	<b>\$47,788,756</b>	<b>\$47,788,756</b>	<b>3.99%</b>
Special Education (AA)	\$8,310,945	\$8,484,852	\$8,690,948	\$9,120,833	\$9,120,833	\$9,120,833	<b>4.95%</b>
<b>63- TOTAL</b>	<b>\$50,696,390</b>	<b>\$52,672,246</b>	<b>\$54,645,838</b>	<b>\$56,909,589</b>	<b>\$56,909,589</b>	<b>\$56,909,589</b>	<b>4.14%</b>

## **DEPT 411 – 492 – PUBLIC WORKS**

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 80 full-time, part-time and 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, Burlington Transit (formerly B-Line), 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., Maintenance of Personnel records for entire DPW Dept. and Burlington Transit (B-Line) Administration

### **Staffing:**

(1) Dept. Head, (1) Operations Analyst, (1) Administrative Assistant, (1) Head Clerk, (1) Principal Clerk, (1) Sr. Clerk

### **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 Substation, 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, 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 wacking, 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) (1) Part Time Senior Clerk

**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 vehicles serviced:

Building:	4
Council On Aging:	2
Conservation:	1
Police:	32
Recreation:	12 vehicles, 3 off road pieces of equipment
Town Hall:	2

DPW	
Engineering:	4
Buildings/Cemeteries:	5, 1 backhoe, 1 bobcat, and 1 Kubota Utility Vehicle
Central Maintenance:	2
Highway:	18 vehicles, 12 off road pieces of equipment
Water:	9, plus 1 backhoe and 1 air compressor
Sewer:	3, 11 generators and 5 water pumps

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) Principal Clerk

### **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
- All personnel 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

	TOTAL EXPENDED 2014	TOTAL EXPENDED 2015	TOTAL RAISED 2016	DEPT REQUEST 2017	SUPER- VISORY 2017	W&M APPROVED 2017	% CHANGE
<b>DEPT. OF PUBLIC WORKS (Lines 64-69)</b>							
<b>Salaries</b>							
Full Time	\$3,443,179	\$3,889,999	\$4,163,896	\$4,153,628	\$4,153,628	\$4,153,628	
Overtime	\$304,761	\$494,491	\$358,575	\$363,075	\$358,576	\$358,576	
Part Time	\$101,297	\$95,283	\$143,249	\$135,622	\$135,622	\$135,622	
<b>64- Total Salaries</b>	<b>\$3,849,237</b>	<b>\$4,479,773</b>	<b>\$4,665,720</b>	<b>\$4,652,325</b>	<b>\$4,647,826</b>	<b>\$4,647,826</b>	
<b>Expenses</b>							
Materials & Supplies	\$834,874	\$908,016	\$953,850	\$978,850	\$978,850	\$978,850	
Contracted Services	\$468,526	\$992,210	\$837,500	\$885,550	\$885,550	\$885,550	
Occupancy	\$863,891	\$1,095,345	\$1,272,100	\$1,249,500	\$1,249,500	\$1,249,500	
Capital Outlay	\$147,728	\$153,760	\$130,400	\$144,500	\$120,500	\$120,500	
M.E.L.T.	\$19,914	\$26,609	\$22,995	\$28,625	\$28,625	\$28,625	
<b>65- Total Expenses</b>	<b>\$2,334,933</b>	<b>\$3,175,940</b>	<b>\$3,216,845</b>	<b>\$3,287,025</b>	<b>\$3,263,025</b>	<b>\$3,263,025</b>	
<b>Special Accounts</b>							
Clothing	\$21,425	\$27,256	\$27,700	\$27,700	\$27,700	\$27,700	
Physical Exam	\$2,967	\$5,654	\$5,000	\$6,000	\$6,000	\$6,000	
Education	\$0	\$0	\$0	\$0	\$0	\$0	
License Renewal	\$15,650	\$15,800	\$16,000	\$16,000	\$16,000	\$16,000	
Highway I	\$155,697	\$159,226	\$160,700	\$162,700	\$162,700	\$162,700	
Lane Painting	\$56,983	\$58,710	\$63,710	\$69,500	\$69,500	\$69,500	
Snow & Ice	\$815,363	\$993,993	\$350,000	\$350,000	\$350,000	\$350,000	
Tree Care	\$25,186	\$29,878	\$30,000	\$30,000	\$30,000	\$30,000	
Well Cleaning	\$57,756	\$83,000	\$83,000	\$83,000	\$83,000	\$83,000	
Mod Well Seal & Parco	\$0	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	
<b>66- Total Special Accounts</b>	<b>\$1,151,027</b>	<b>\$1,383,517</b>	<b>\$746,110</b>	<b>\$754,900</b>	<b>\$754,900</b>	<b>\$754,900</b>	
<b>TOTAL OPERATING</b>	<b>\$7,335,197</b>	<b>\$9,039,230</b>	<b>\$8,628,675</b>	<b>\$8,694,250</b>	<b>\$8,665,751</b>	<b>\$8,665,751</b>	<b>0.43%</b>
<b>67- Rubbish and Garbage (AA)</b>	<b>\$1,605,547</b>	<b>\$1,680,116</b>	<b>\$1,748,800</b>	<b>\$1,733,000</b>	<b>\$1,733,000</b>	<b>\$1,733,000</b>	
<b>68- Street Light (AA)</b>	<b>\$370,336</b>	<b>\$370,500</b>	<b>\$370,500</b>	<b>\$370,500</b>	<b>\$370,500</b>	<b>\$370,500</b>	
<b>69- DEP Drinking Water (AA)</b>	<b>\$9,503</b>	<b>\$8,702</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$15,000</b>	
<b>TOTAL</b>	<b>\$1,985,386</b>	<b>\$2,059,318</b>	<b>\$2,134,300</b>	<b>\$2,118,500</b>	<b>\$2,118,500</b>	<b>\$2,118,500</b>	<b>-0.74%</b>
<b>TOTAL PUBLIC WORKS</b>	<b>\$9,320,583</b>	<b>\$11,098,548</b>	<b>\$10,762,975</b>	<b>\$10,812,750</b>	<b>\$10,784,251</b>	<b>\$10,784,251</b>	<b>0.20%</b>

## DEPT 510 – BOARD OF HEALTH

### Description of Services

The mission of the Board of Health is to protect and promote the public health, to protect the natural environment, and respond to public health issues. The Board of Health enforces state mandated and local regulations, conducts inspections, issues permits, investigates complaints, promotes public health through education and community nursing programs, and prepares for and responds, if necessary, to varied public health emergencies.

The Board of Health is the enforcement authority for several local and state regulations, including regulations on stormwater, hazardous materials, tobacco sales, sale of tobacco and non-tobacco nicotine delivery products (i.e. e-cigarettes), smoke free workplace, food service establishments, mobile food trucks, swimming pools, recombinant DNA, recreational camps, tanning facilities, private wells, the keeping of domesticated animals, and communicable disease investigation and surveillance. As part of enforcing local and state regulations, the Board of Health issues permits, conducts inspections, and conducts complaint investigations.

The Board of Health is the host agency for the Burlington Volunteer Reserve Corps (Medical Reserve Corps). The Burlington Volunteer Reserve Corps (MRC) was formed to promote public health and safety in the Town of Burlington in (1) public health emergencies (events that threaten public health such as disease outbreak or toxic

chemical release); (2) mass casualty incidents (disasters that cause injury to or displacement of large numbers of people, such as hurricanes or blizzards); and, (3) community service activities (opportunities that foster the well-being of the residents of Burlington such as assisting at health fairs, flu clinics, etc.).

The Board of Health has a federal and state mandated responsibility to maintain an emergency plan to dispense medication during a public health emergency. The Burlington Board of Health works together with the MA Department of Public Health to meet required public health deliverables for local public health.

The Board of Health offers varied environmental and community nursing programs to Burlington residents. The East Middlesex Mosquito Control Project conducts a program in Burlington consisting of mosquito surveillance, larval and adult mosquito control and public education. Environmental programs also include two household hazardous waste collection events; medical sharps disposal through a kiosk located at the Burlington Fire Department; and, collection of mercury containing devices (thermometers, thermostats, fluorescent bulbs) anytime during normal business hours at the Board of Health office. Nursing programs include blood pressure screenings; immunizations/vaccines (other than influenza) for children; immunizations/vaccines for adults including pneumonia and influenza; a Community Health Fair; and, a tuberculin skin testing program.

### Staffing

(5) Elected Members of three year terms, (1) Director of Public Health, (1) Health Agent/Sanitarian, (1) Environmental Engineer, (1) Supervising Public Health Nurse, (1) Principal Clerk, and (1) Part Time Principal Clerk (30 hours)

### Budget Issues

This budget is presented at level service for FY2017.

	TOTAL EXPENDED 2014	TOTAL EXPENDED 2015	TOTAL RAISED 2016	DEPT REQUEST 2017	SUPER-VISORY 2017	W&M APPROVED 2017	% CHANGE
<b>BOARD OF HEALTH (Lines 70-72)</b>							
<b>Salaries</b>							
Full Time	\$322,817	\$310,609	\$350,248	\$357,680	\$357,680	\$357,680	
Elected/Appointed	\$6,750	\$4,932	\$7,842	\$7,844	\$7,844	\$7,844	
Overtime	\$3,843	\$4,398	\$8,656	\$8,700	\$8,700	\$8,700	
Part Time	\$45,503	\$46,974	\$48,458	\$48,321	\$48,321	\$48,321	
<b>70- Total Salaries</b>	<b>\$378,913</b>	<b>\$366,913</b>	<b>\$415,204</b>	<b>\$422,545</b>	<b>\$422,545</b>	<b>\$422,545</b>	
<b>Expenses</b>							
Materials & Supplies	\$4,880	\$5,388	\$5,500	\$5,500	\$5,500	\$5,500	
Contracted Services	\$32,573	\$37,940	\$42,000	\$42,000	\$42,000	\$42,000	
Capital Outlay	\$2,150	\$2,138	\$2,150	\$2,150	\$2,150	\$2,150	
M.E.L.T.	\$10,338	\$9,763	\$11,400	\$11,400	\$11,400	\$11,400	
<b>71- Total Expenses</b>	<b>\$49,941</b>	<b>\$55,229</b>	<b>\$61,050</b>	<b>\$61,050</b>	<b>\$61,050</b>	<b>\$61,050</b>	
<b>Special Accounts</b>							
Mosquito Control (AA)	\$39,639	\$40,431	\$41,236	\$42,061	\$42,061	\$42,061	
Clinics	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	
CMARC	\$5,100	\$0	\$0	\$0	\$0	\$0	
Community Human Serv.	\$4,000	\$0	\$0	\$0	\$0	\$0	
Home Health Service	\$500	\$500	\$500	\$500	\$500	\$500	
Haz Waste Collection (AA)	\$31,348	\$30,741	\$40,000	\$40,000	\$40,000	\$40,000	
<b>72- Total Special Accounts</b>	<b>\$83,087</b>	<b>\$74,172</b>	<b>\$84,236</b>	<b>\$85,061</b>	<b>\$85,061</b>	<b>\$85,061</b>	
<b>TOTAL</b>	<b>\$511,941</b>	<b>\$496,314</b>	<b>\$560,490</b>	<b>\$568,656</b>	<b>\$568,656</b>	<b>\$568,656</b>	<b>1.46%</b>
<b>OPERATING -- B. O. H.</b>	<b>\$440,954</b>	<b>\$425,142</b>	<b>\$479,254</b>	<b>\$486,595</b>	<b>\$486,595</b>	<b>\$486,595</b>	<b>1.53%</b>

## DEPT 541 – COUNCIL ON AGING

### Description of Services

The Council on Aging is committed to helping seniors of all ages and stages to 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 Council on Aging works with all 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 Council on Aging provides information and referral for both callers and walk-ins. The outreach workers 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 physicians 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 Council on Aging outreach worker seeks/accepts referrals from private individuals, other social service agencies, religious, fraternal and community organizations and is in contact with hospital discharge planners, Visiting Nurse Associations, Minuteman Senior Services and mental health facilities. The outreach worker is often the link between various agencies assisting elder. The outreach worker facilitates support groups and workshops such as bereavement and caregiver groups.

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 Elders (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 March. The Council on Aging manages the 'Property Tax Work-off Program', which gives seniors the opportunity to work in order to obtain abatement on their property taxes.

The Council on Aging provides health and fitness support through classes and workshops. Social activities provide opportunities for otherwise isolated seniors to remain engaged with their community. The Council on Aging hosts the home delivered meals and congregate meal site via Minuteman Senior Services.

Transportation to medical appointments, grocery stores and senior center.

Provides advocacy on a local, state, and national level.

Because of the trust put in the Council on Aging when a senior or their family isn't sure who to call they often call the Council on Aging, even for emergency situations.

### Staffing

(1) Director, (1) Outreach Worker, (1) Part-Time Outreach Worker (8 hours), (1) Principal Clerk, (2) Part Time Front Desk Clerks (19 hours, 15 hours), (1) FT (3) PT Van Drivers

	TOTAL EXPENDED 2014	TOTAL EXPENDED 2015	TOTAL RAISED 2016	DEPT REQUEST 2017	SUPER- VISORY 2017	W&M APPROVED 2017	% CHANGE
<b>COUNCIL ON AGING (Lines 73-75)</b>							
<b>Salaries</b>							
Full Time	\$186,331	\$189,639	\$194,871	\$199,964	\$199,964	\$199,964	
Overtime	\$0	\$3,182	\$0	\$0	\$0	\$0	\$0
Part Time	\$76,635	\$69,257	\$99,277	\$99,593	\$99,593	\$99,593	
<b>73- Total Salaries</b>	<b>\$262,966</b>	<b>\$262,079</b>	<b>\$294,148</b>	<b>\$299,558</b>	<b>\$299,558</b>	<b>\$299,558</b>	
<b>Expenses</b>							
Materials & Supplies	\$1,847	\$850	\$1,050	\$1,050	\$1,050	\$1,050	
Contracted Services	\$4,227	\$3,182	\$5,580	\$5,400	\$5,400	\$5,400	
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0	\$0
M.E.L.T.	\$0	\$0	\$1,200	\$1,300	\$1,300	\$1,300	
<b>74- Total Expenses</b>	<b>\$6,074</b>	<b>\$4,032</b>	<b>\$7,830</b>	<b>\$7,750</b>	<b>\$7,750</b>	<b>\$7,750</b>	
<b>Special Accounts</b>							
Holiday Baskets	\$0	\$0	\$0	\$0	\$0	\$0	
Minuteman Home Care	\$6,942	\$6,942	\$6,942	\$6,942	\$6,942	\$6,942	
Emergency Account	\$110	\$0	\$500	\$500	\$500	\$500	
Property Tax Work Off Prog	\$0	\$0	\$0	\$0	\$0	\$0	
<b>75- Total Special Accounts</b>	<b>\$7,052</b>	<b>\$6,942</b>	<b>\$7,442</b>	<b>\$7,442</b>	<b>\$7,442</b>	<b>\$7,442</b>	
<b>TOTAL</b>	<b>\$276,092</b>	<b>\$273,053</b>	<b>\$309,420</b>	<b>\$314,750</b>	<b>\$314,750</b>	<b>\$314,750</b>	<b>1.72%</b>

## DEPT 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 23 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 planting flowers and placement of new flags for each veteran's grave as well as new flag holders as needed.

*Disability Access Commission*

Coordinate between Commission and the Town to ensure that all local town and school buildings are accessible. The office serves as representative of the Board of Selectmen to the Commission, and coordinates schedules and maintains records of DAC meetings and of the handicapped parking fund expenditures.

*Fuel Assistance*

Set up pre-application packets, receive calls and meet clients for assistance, send out application and all required paperwork to fuel assistance agency in Lowell, Community Teamwork.

*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

*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

Staffing

(1) Department Head, (1) Principal Clerk

Budget Issues

This budget is requesting a -9.06% decrease for FY17.

	TOTAL EXPENDED 2014	TOTAL EXPENDED 2015	TOTAL RAISED 2016	DEPT REQUEST 2017	SUPER- VISORY 2017	W&M APPROVED 2017	% CHANGE
<b>VETERANS' SERVICES (Lines 76-78)</b>							
<b>Salaries</b>							
Full Time	\$135,068	\$142,983	\$136,537	\$110,573	\$110,573	\$110,573	
Part Time	\$0	\$0	\$0	\$0	\$0	\$0	
<b>76- Total Salaries</b>	<b>\$135,068</b>	<b>\$142,983</b>	<b>\$136,537</b>	<b>\$110,573</b>	<b>\$110,573</b>	<b>\$110,573</b>	
<b>Expenses</b>							
Materials & Supplies	\$1,856	\$2,257	\$2,420	\$2,969	\$2,969	\$2,969	
M.E.L.T.	\$156	\$125	\$575	\$1,650	\$1,650	\$1,650	
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0	
<b>77- Total Expenses</b>	<b>\$2,012</b>	<b>\$2,381</b>	<b>\$2,995</b>	<b>\$4,619</b>	<b>\$4,619</b>	<b>\$4,619</b>	
<b>Special Accounts</b>							
Veterans Aid	\$107,446	\$98,670	\$115,000	\$115,000	\$115,000	\$115,000	
Memorial & Vets Day	\$2,653	\$3,000	\$3,000	\$4,000	\$4,000	\$4,000	
<b>78- Total Special Accounts</b>	<b>\$110,099</b>	<b>\$101,670</b>	<b>\$118,000</b>	<b>\$119,000</b>	<b>\$119,000</b>	<b>\$119,000</b>	
<b>TOTAL</b>	<b>\$247,179</b>	<b>\$247,034</b>	<b>\$257,532</b>	<b>\$234,192</b>	<b>\$234,192</b>	<b>\$234,192</b>	<b>-9.06%</b>

## DEPT 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 9-22) 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 local non-profit and volunteer group, People Helping People.

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

We have provided leadership on the Drug and 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.

### Staffing

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

	TOTAL EXPENDED 2014	TOTAL EXPENDED 2015	TOTAL RAISED 2016	DEPT REQUEST 2017	SUPER- VISORY 2017	W&M APPROVED 2017	% CHANGE
<b>YOUTH AND FAMILY SERVICES (Lines 79-80)</b>							
<b>Salaries</b>							
Full Time	\$339,628	\$338,710	\$332,117	\$334,863	\$334,863	\$334,863	
Part Time	\$47,736	\$66,149	\$69,697	\$70,952	\$70,952	\$70,952	
<b>79- Total Salaries</b>	<b>\$387,364</b>	<b>\$404,859</b>	<b>\$401,814</b>	<b>\$405,815</b>	<b>\$405,815</b>	<b>\$405,815</b>	
<b>Expenses</b>							
Materials & Supplies	\$7,105	\$7,414	\$7,450	\$6,850	\$6,850	\$6,850	
Contracted Services	\$7,936	\$11,445	\$11,500	\$11,500	\$11,500	\$11,500	
Capital Outlay	\$659	\$459	\$800	\$800	\$800	\$800	
M.E.L.T.	\$4,082	\$4,092	\$5,364	\$5,106	\$5,106	\$5,106	
<b>80- Total Expenses</b>	<b>\$19,782</b>	<b>\$23,410</b>	<b>\$25,114</b>	<b>\$24,256</b>	<b>\$24,256</b>	<b>\$24,256</b>	
<b>TOTAL</b>	<b>\$407,146</b>	<b>\$428,269</b>	<b>\$426,928</b>	<b>\$430,071</b>	<b>\$430,071</b>	<b>\$430,071</b>	<b>0.74%</b>

## DEPT 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

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

	TOTAL EXPENDED 2014	TOTAL EXPENDED 2015	TOTAL RAISED 2016	DEPT REQUEST 2017	SUPER- VISORY 2017	W&M APPROVED 2017	% CHANGE
<b>DISABILITY ACCESS (Lines 81-82)</b>							
<b>Salaries</b>							
Part Time	\$2,528	\$2,352	\$2,478	\$2,045	\$2,045	\$2,045	
<b>81- Total Salaries</b>	<b>\$2,528</b>	<b>\$2,352</b>	<b>\$2,478</b>	<b>\$2,045</b>	<b>\$2,045</b>	<b>\$2,045</b>	
<b>Expenses</b>							
Materials & Supplies	\$364	\$363	\$400	\$400	\$400	\$400	
<b>82- Total Expenses</b>	<b>\$364</b>	<b>\$363</b>	<b>\$400</b>	<b>\$400</b>	<b>\$400</b>	<b>\$400</b>	
<b>TOTAL</b>	<b>\$2,892</b>	<b>\$2,715</b>	<b>\$2,878</b>	<b>\$2,445</b>	<b>\$2,445</b>	<b>\$2,445</b>	<b>-15.05%</b>

## DEPT 610 – PUBLIC LIBRARY

### Description of Services

The mission of the Burlington Public Library is to provide a welcoming environment for people pursuing educational, recreational and enrichment opportunities. The Library will integrate emerging technologies with traditional library resources and expand access to the community beyond the physical Library.

The Library consists of the following internal departments: Reference, Technical Services, Youth Services, Circulation, Administration.

Statistics of note for fiscal year 2015:

298,245	Items checked out at the Circulation Desk
102,674	Website visits
22,568	Reference transactions
38,883	Public internet use
2,959	Hours the library was open
150,292	Visits to the library recorded
1,104	Meeting room use (library and outside qualifying groups)
3,523	Study room use

Services:

- 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 in the library
- Free access to downloadable audio books, e-books, 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, 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, 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.

### Staffing

(1) Library Director, (1) Assistant Library Director, (7) Librarians, (1) Circulation ILL Assistant, (1) Principal Clerk, (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

There are no current issues with the library budget. The additional staffing approved last year has put us in a very good place. Young adults are being serviced well, social media improvements are helping to reach more people, and the high standards that have always been the focus of the library continue to be maintained. We continue to maintain a robust in-house collection, a variety of programming options, and the support that is needed. At the same time, we are building a very strong on-line presence with downloadable material, streaming material, databases and functionality that allow the public to benefit from the library on their own schedule. We strive to give the patrons of Burlington all the options that they need or want for the lifestyles that they have today.

	TOTAL EXPENDED 2014	TOTAL EXPENDED 2015	TOTAL RAISED 2016	DEPT REQUEST 2017	SUPER- VISORY 2017	W&M APPROVED 2017	% CHANGE
<b>PUBLIC LIBRARY (Lines 83-85)</b>							
<b>Salaries</b>							
Full Time	\$604,902	\$626,353	\$763,489	\$769,132	\$769,132	\$769,132	
Overtime	\$49,489	\$49,396	\$59,298	\$61,546	\$61,546	\$61,546	
Part Time	\$394,643	\$411,236	\$365,955	\$367,667	\$367,667	\$367,667	
<b>83- Total Salaries</b>	<b>\$1,049,034</b>	<b>\$1,086,986</b>	<b>\$1,188,742</b>	<b>\$1,198,345</b>	<b>\$1,198,345</b>	<b>\$1,198,345</b>	
<b>Expenses</b>							
Materials & Supplies	\$8,911	\$8,245	\$11,960	\$11,950	\$11,950	\$11,950	
Contracted Services	\$53,059	\$57,040	\$55,782	\$56,859	\$56,859	\$56,859	
Occupancy*	\$0	\$0	\$0	\$0	\$0	\$0	
M.E.L.T.	\$1,193	\$1,083	\$1,420	\$1,420	\$1,420	\$1,420	
<b>84- Total Expenses</b>	<b>\$63,163</b>	<b>\$66,369</b>	<b>\$69,162</b>	<b>\$70,229</b>	<b>\$70,229</b>	<b>\$70,229</b>	
<b>Special Accounts</b>							
Library Materials	\$155,969	\$159,022	\$149,700	\$150,800	\$150,800	\$150,800	
<b>85- Total Special Accounts</b>	<b>\$155,969</b>	<b>\$159,022</b>	<b>\$149,700</b>	<b>\$150,800</b>	<b>\$150,800</b>	<b>\$150,800</b>	
<b>TOTAL</b>	<b>\$1,268,166</b>	<b>\$1,312,377</b>	<b>\$1,407,604</b>	<b>\$1,419,374</b>	<b>\$1,419,374</b>	<b>\$1,419,374</b>	<b>0.84%</b>

\* This budget is presented with the previously included occupancy expense line item reclassified, now reported under the Town Facilities budget. This reclassification was deemed necessary for the following reporting structure purposes;

- The Massachusetts Board of Library Commissioners requires that the library spend a certain percent of the department budget on books and materials. Other communities report utilities as a separate portion of budget, by reclassifying occupancy Burlington's required spending can be assessed as a percentage of the lower total as intended.
- The Town's assessment from Merrimack Valley Library Consortium (MVLC), is also based, in part, on the library department's total budget each fiscal year. Occupancy expenses reported under this department result in an inflated assessment cost to the Town.

Reclassifying the occupancy line item allows this department to report expenses accurately in the above required filings each year, resulting in the reduction of those inflated indirect costs to the Town. As previously stated in the Town Facilities narrative above; although building occupancy is being presented in the Town Facilities budget, Ways and Means will continue to monitor these costs and consider them when reviewing the library budget as a whole.

## DEPT 630 and 631 – RECREATION DIRECTOR & RECREATION MAINTENANCE

### Description of Services

The 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.

	FY2012	FY2013	FY2014	FY2015
Number of Programs Offered	294	306	327	293
Total Attendance in Programs and Events	28,438	30,126	39,568	31,978

The Maintenance Department 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 Department 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 department also performs repairs and maintenance on all equipment used to preserve recreation and school facilities.

The Recreation Department is a leader in providing recreation programs and services for people with a disability.

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

The department has an electronic registration system which makes it possible for residents to register and pay on-line.

Community support is vital to the success of the 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.

### Staffing

(1) Director of Parks & Recreation, (1) Parks Superintendent, (1) Program Coordinator, (1) Lead Working Foreman, (1) Assistant Program Coordinator, (2) Working Foremen, (6) Maintenance Craftsmen, (2) Principal Clerks, (1) Permanent Part-time Clerk

### Budget Issues

The Recreation Budget contains an increase in hours for a full time Certified Therapeutic Recreation Specialist (CTRS). Currently the position is in our part-time budget line at 18 hours a week.

	TOTAL EXPENDED 2014	TOTAL EXPENDED 2015	TOTAL RAISED 2016	DEPT REQUEST 2017	SUPER- VISORY 2017	W&M APPROVED 2017	% CHANGE
<b>RECREATION DIRECTOR (Lines 86-88)</b>							
Salaries							
Full Time	\$330,632	\$343,479	\$351,267	\$390,481	\$390,481	\$390,481	
Elected/Appointed	\$2,100	\$2,100	\$2,100	\$2,100	\$2,100	\$2,100	
Overtime	\$692	\$784	\$1,811	\$1,811	\$1,811	\$1,811	
Part Time	\$170,404	\$193,568	\$207,623	\$193,042	\$193,042	\$193,042	
<b>86- Total Salaries</b>	<b>\$503,828</b>	<b>\$539,932</b>	<b>\$562,801</b>	<b>\$587,434</b>	<b>\$587,434</b>	<b>\$587,434</b>	
Expenses							
Materials & Supplies	\$13,095	\$14,322	\$14,500	\$14,500	\$14,500	\$14,500	
Contracted Services	\$21,232	\$21,715	\$25,250	\$25,250	\$25,250	\$25,250	
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0	
M.E.L.T.	\$1,366	\$1,025	\$1,540	\$1,540	\$1,540	\$1,540	
<b>87- Total Expenses</b>	<b>\$35,693</b>	<b>\$37,063</b>	<b>\$41,290</b>	<b>\$41,290</b>	<b>\$41,290</b>	<b>\$41,290</b>	
Special Accounts							
Transportation	\$13,098	\$12,893	\$18,820	\$19,045	\$19,045	\$19,045	
<b>88- Total Special Accounts</b>	<b>\$13,098</b>	<b>\$12,893</b>	<b>\$18,820</b>	<b>\$19,045</b>	<b>\$19,045</b>	<b>\$19,045</b>	
<b>TOTAL</b>	<b>\$552,619</b>	<b>\$589,888</b>	<b>\$622,911</b>	<b>\$647,769</b>	<b>\$647,769</b>	<b>\$647,769</b>	<b>3.99%</b>

	TOTAL EXPENDED 2014	TOTAL EXPENDED 2015	TOTAL RAISED 2016	DEPT REQUEST 2017	SUPER- VISORY 2017	W&M APPROVED 2017	% CHANGE
<b>RECREATION MAINTENANCE (Lines 89-90)</b>							
Salaries							
Full Time	\$614,098	\$435,370	\$605,799	\$600,243	\$600,243	\$600,243	
Overtime	\$34,217	\$33,508	\$36,827	\$39,462	\$39,462	\$39,462	
Part Time	\$108,403	\$94,192	\$97,284	\$97,972	\$97,972	\$97,972	
<b>89- Total Salaries</b>	<b>\$756,718</b>	<b>\$563,070</b>	<b>\$739,910</b>	<b>\$737,677</b>	<b>\$737,677</b>	<b>\$737,677</b>	
Expenses							
Materials & Supplies	\$110,528	\$108,368	\$117,720	\$120,325	\$120,325	\$120,325	
Contracted Services	\$18,849	\$14,600	\$17,875	\$17,875	\$17,875	\$17,875	
Occupancy	\$64,986	\$63,291	\$69,835	\$74,186	\$74,186	\$74,186	
Capital Outlay	\$10,992	\$6,518	\$9,895	\$10,165	\$10,165	\$10,165	
M.E.L.T.	\$2,379	\$2,921	\$5,400	\$6,375	\$6,375	\$6,375	
<b>90- Total Expenses</b>	<b>\$207,734</b>	<b>\$195,698</b>	<b>\$220,725</b>	<b>\$228,926</b>	<b>\$228,926</b>	<b>\$228,926</b>	
<b>TOTAL</b>	<b>\$964,452</b>	<b>\$758,768</b>	<b>\$960,635</b>	<b>\$966,603</b>	<b>\$966,603</b>	<b>\$966,603</b>	<b>0.62%</b>
<b>TOTAL RECREATION</b>	<b>\$1,517,071</b>	<b>\$1,348,656</b>	<b>\$1,583,546</b>	<b>\$1,614,372</b>	<b>\$1,614,372</b>	<b>\$1,614,372</b>	<b>1.95%</b>

## DEPT 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.

	TOTAL EXPENDED 2014	TOTAL EXPENDED 2015	TOTAL RAISED 2016	DEPT REQUEST 2017	SUPER- VISORY 2017	W&M APPROVED 2017	% CHANGE
<b>HISTORICAL COMMISSION (Line 91)</b>							
<b>Expenses</b>							
Materials & Supplies	\$137	\$2,726	\$565	\$565	\$565	\$565	
Contracted Services	\$537	\$5,303	\$9,000	\$9,000	\$9,000	\$9,000	
M.E.L.T.	\$105	\$0	\$450	\$450	\$450	\$450	
<b>91- Total Expenses</b>	<b>\$779</b>	<b>\$8,030</b>	<b>\$10,015</b>	<b>\$10,015</b>	<b>\$10,015</b>	<b>\$10,015</b>	
<b>TOTAL</b>	<b>\$779</b>	<b>\$8,030</b>	<b>\$10,015</b>	<b>\$10,015</b>	<b>\$10,015</b>	<b>\$10,015</b>	<b>0.00%</b>

## **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 has continued with the plan presented to Town Meeting to increase our investment in our infrastructure through the capital borrowing. Bonds are issued to invest in equipment and infrastructure that will serve the needs of the Town for years to come. The Town's Long Term Debt Plan (through FY2027) will require that the Town fund the following amounts for debt service for Fiscal Year 2017; Principal **\$4,308,575 (6.10%)** and Interest **\$1,870,347 (+0.22%)** for a combined total of **\$6,178,928 (+4.25%)**. 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. The local option meals tax has been budgeted as a local receipt (\$1.5M) to serve as an offset to the Town's capital investment program and has allowed the Town to undertake this capital investment initiative.

	TOTAL EXPENDED 2014	TOTAL EXPENDED 2015	TOTAL RAISED 2016	DEPT REQUEST 2017	SUPER- VISORY 2017	W&M APPROVED 2017	% CHANGE
<b>DEBT SERVICE (Lines 92-93)</b>							
<b>92- PRINCIPAL (AA)</b>	<b>\$3,946,363</b>	<b>\$3,532,946</b>	<b>\$4,060,683</b>	<b>\$4,390,800</b>	<b>\$4,308,575</b>	<b>\$4,308,575</b>	<b>6.10%</b>
<b>93- INTEREST (AA)</b>	<b>\$1,903,852</b>	<b>\$1,840,170</b>	<b>\$1,866,212</b>	<b>\$1,889,515</b>	<b>\$1,870,347</b>	<b>\$1,870,347</b>	<b>0.22%</b>
<b>TOTAL</b>	<b>\$5,850,215</b>	<b>\$5,373,116</b>	<b>\$5,926,895</b>	<b>\$6,280,315</b>	<b>\$6,178,922</b>	<b>\$6,178,922</b>	<b>4.25%</b>

## 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. There are currently discussions at the state level which jeopardize the state funding for this program and may require review of this program for FY16.

Capital Improvements Budget 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 proposed as the source of funds for Phase 2 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.

	TOTAL EXPENDED 2014	TOTAL EXPENDED 2015	TOTAL RAISED 2016	DEPT REQUEST 2017	SUPER- VISORY 2017	W&M APPROVED 2017	% CHANGE
<b>OTHER ACCOUNTS (94-99)</b>							
94- RESERVE FUND	\$300,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	0.00%
95- COUNTY RETIREMENT (AA)	\$7,020,840	\$7,475,305	\$7,895,297	\$8,368,267	\$8,368,267	\$8,368,267	5.99%
96- NEGOTIATED SETTLEMENTS	\$345,437	\$198,733	\$278,217	\$750,000	\$750,000	\$750,000	169.57%
97- STABILIZATION (AA)	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
98- LOCAL TRANSPORT (AA)	\$155,000	\$155,000	\$145,000	\$145,000	\$145,000	\$145,000	0.00%
99- CAPITAL BUDGET (AA)	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	0.00%

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# **Supplemental Information**

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## FULL-TIME-EQUIVALENTS (FTEs) OF GENERAL GOVERNMENT DEPARTMENTS

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

DEPARTMENT	JOB CLASS DESC	FISCAL 2013			FISCAL 2014			FISCAL 2015			FISCAL 2016			PROPOSED FISCAL 2017		
		# OF EMPLOYEES	FTE	TOTAL DEPT FTE	# OF EMPLOYEES	FTE	TOTAL DEPT FTE	# 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	6.00	1	1.00	6.00	1	1.00	6.00	1	1.00	6.00
	ASSISTANT TOWN ADMINISTRATOR*	1	1.00		1	1.00		-	-		-	-		-	-	
	PURCHASING ANALYST*							1	1.00		1	1.00		1	1.00	
	SELECTMEN'S OFFICE MANAGER*	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	PRINCIPAL CLERK	2	2.00		2	2.00		2	2.00		2	2.00		2	2.00	
	SENIOR CLERK	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
135 Accounting	TOWN ACCOUNTANT*	1	1.00	4.57	1	1.00	4.57	1	1.00	4.57	1	1.00	4.57	1	1.00	4.57
	BUDGET ANALYST*	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	PRINCIPAL ACCOUNT CLERK	2	2.00		2	2.00		2	2.00		2	2.00		2	2.00	
	SR ACCOUNTING CLERK	1	0.57		1	0.57		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	1	1.00	4.00	1	1.00	4.00
	PRINCIPAL CLERK	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	SENIOR CLERK	2	2.00		2	2.00		2	2.00		2	2.00		2	2.00	
145 Treasurer	TREASURER/COLLECTOR*	1	1.00	10.43	1	1.00	10.43	1	1.00	10.43	1	1.00	10.43	1	1.00	10.43
	ASSISTANT TAX COLLECTOR	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	BENEFITS ADMINISTRATOR	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	PRINCIPAL ACCOUNT CLERK	3	3.00		3	3.00		3	3.00		3	3.00		3	3.00	
	PRINCIPAL CLERK	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	SENIOR CLERK	4	3.43		4	3.43		4	3.43		4	3.43		4	3.43	
	SENIOR CLERK P/T (25 hrs/wk)	-	-		-	-		-	-		-	-		-	-	
152 Human Resources	HUMAN RESOURCES DIRECTOR*	1	1.00	2.00	1	1.00	2.00	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		1	1.00		1	1.00	
155 MIS	Critical Systems Admin*			3.00	1	1.00	4.00	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		1	1.00		1	1.00	
	IT SUPPORT ADMINISTRATOR*	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	NETWORK REPAIR TECH*	1	1.00		1	1.00		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	4.54	1	1.00	4.54	1	1.00	4.54
	ARCHIVIST/RECORDS MANAGER*	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	ADMINISTRATIVE ASST	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	SENIOR CLERK	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	PRINCIPAL CLERK	1	0.54		1	0.54		1	0.54		1	0.54		1	0.54	

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

DEPARTMENT	JOB CLASS DESC	FISCAL 2013			FISCAL 2014			FISCAL 2015			FISCAL 2016			PROPOSED FISCAL 2017		
		# OF EMPLOYEES	FTE	TOTAL DEPT FTE	# OF EMPLOYEES	FTE	TOTAL DEPT FTE	# OF EMPLOYEES	FTE	TOTAL DEPT FTE	# OF EMPLOYEES	FTE	TOTAL DEPT FTE	# OF EMPLOYEES	FTE	TOTAL DEPT FTE
171 Conservation	CONSERVATION ADMINISTRATOR*	1	1.00	3.00	1	1.00	3.00	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		1	1.00		1	1.00	
	PRINCIPAL CLERK	1	1.00		1	1.00		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	1	1.00	4.00	1	1.00	4.00
	SENIOR PLANNER*	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	ASSISTANT PLANNER*	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	PRINCIPAL CLERK	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
210 Police	POLICE CHIEF*	1	1.00	72.75	1	1.00	72.75	1	1.00	72.75	1	1.00	72.75	1	1.00	72.75
	POLICE CAPTAIN	2	2.00		2	2.00		5	5.00		5	5.00		9	9.00	
	POLICE LIEUTENANT	5	5.00		5	5.00		9	9.00		9	9.00		1	1.00	
	POLICE SERGEANT	9	9.00		9	9.00		1	1.00		47	47.00		47	47.00	
	HEAD TRAFFIC SUPERVISOR	1	1.00		1	1.00		45	45.00		3	3.00		3	3.00	
	POLICE PATROLMEN	45	45.00		45	45.00		7	2.75		7	2.75		7	2.75	
	CIVIL POLICE DISPATCHER	3	3.00		3	3.00		1	1.00		1	1.00		1	1.00	
	TRAFFIC SUPERVISOR	7	2.75		7	2.75		1	1.00		1	1.00		1	1.00	
	ANIMAL CONTROL OFFICER/INSPECTOR	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	AMN SECRETARY/POL/FIRE/BCLC	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	PRINCIPAL CLERK	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	SENIOR CLERK	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
220 Fire	FIRE CHIEF*	1	1.00	64.86	1	1.00	64.86	1	1.00	64.86	1	1.00	64.86	1	1.00	64.86
	ASSISTANT FIRE CHIEF*	1	1.00		1	1.00		6	6.00		6	6.00		10	10.00	
	FIRE CAPTAIN	6	6.00		6	6.00		10	10.00		39	39.00		40	40.00	
	FIRE LIEUTENANT	10	10.00		10	10.00		39	39.00		4	4.00		4	4.00	
	FIREFIGHTER	39	39.00		39	39.00		4	4.00		1	1.00		1	1.00	
	CIVIL FIRE DISPATCHER	4	4.00		4	4.00		1	1.00		1	1.00		1	1.00	
	EMERGENCY VEHICLE TECHNICIAN	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	AMN SECRETARY/POL/FIRE/BCLC	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	PRINCIPAL CLERK	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
241 Building Inspector	30 HRS SENIOR CLERK	1	0.86		1	0.86		1	0.86		1	0.86		1	0.86	
	INSPECTOR OF BUILDINGS*	1	1.00	6.00	1	1.00	6.43	1	1.00	6.43	1	1.00	6.43	1	1.00	6.83
	LOCAL BUILDING INSPECTOR	1	1.00		1	1.00		1	1.00		1	1.00		2	1.29	
	SENIOR BUILDING INSPECTOR	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	INSPECTOR OF WIRES	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	INSPECTOR OF PLUMBING & GAS	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	PRINCIPAL CLERK	1	1.00		1	1.00		1	0.43		1	0.43		1	0.54	
	CLERK															

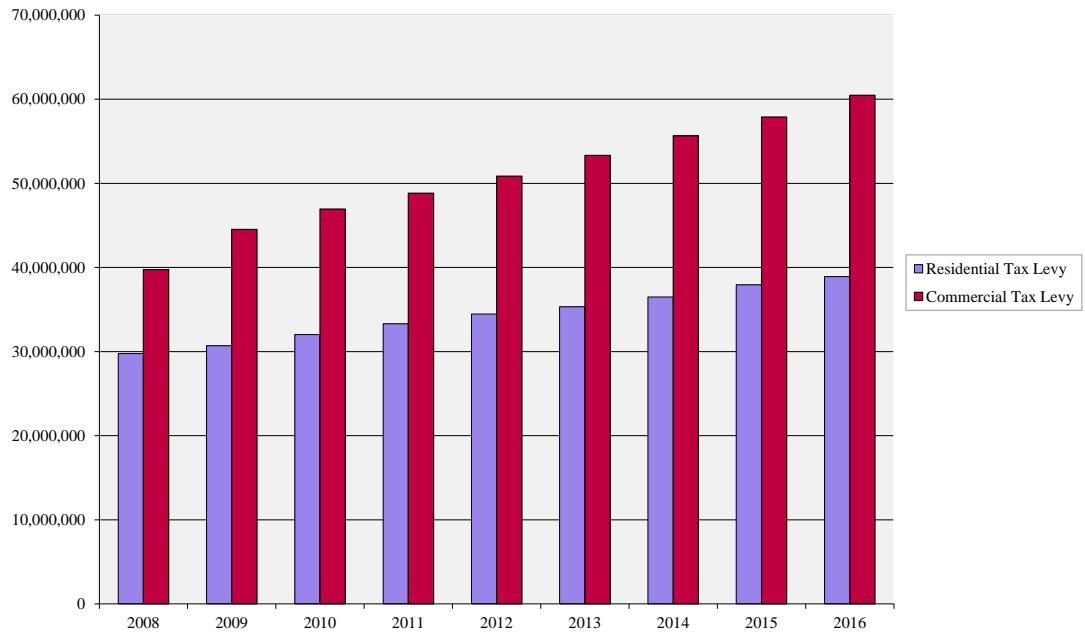
NEW POSITION
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DEPARTMENT	JOB CLASS DESC	FISCAL 2013			FISCAL 2014			FISCAL 2015			FISCAL 2016			PROPOSED FISCAL 2017		
		# OF EMPLOYEES	FTE	TOTAL DEPT FTE	# OF EMPLOYEES	FTE	TOTAL DEPT FTE	# OF EMPLOYEES	FTE	TOTAL DEPT FTE	# OF EMPLOYEES	FTE	TOTAL DEPT FTE	# OF EMPLOYEES	FTE	TOTAL DEPT FTE
411:491 Department of Public Works	(411) TOWN ENGINEER*	1	1.00	57.71	1	1.00	57.71	1	1.00	60.71	1	1.00	63.71	1	1.00	63.71
	(411) ASSISTANT TOWN ENGINEER*	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	(411) SENIOR CIVIL ENGINEER	2	2.00		2	2.00		2	2.00		2	2.00		2	2.00	
	(411) JR CIVIL ENGINEER	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	(411) PRINCIPAL CLERK	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	(420) DPW SUPERINTENDENT*	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	(420) OPERATIONS ANALYST*													1	1.00	
	(420) ADMINISTRATIVE ASSISTANT DPW	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	(420) PRINCIPAL DATA PROCESSOR-DPW	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	(420) HEAD CLERK-DPW	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	(420) SENIOR CLERK	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	(421) SUPERINTENDENT	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	(421) LEAD FOREMAN	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	(421) WORKING FOREMAN/LABORER	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	(421) SPECIAL HEAVY EQUIP OPER/LABOR	10	10.00		10	10.00		10	10.00		10	10.00		10	10.00	
	(421) TIME/RECORD KEEPER	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	(451) WATER QUALITY PRODUCTION MGR	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	(451) CHIEF OPERATOR CHEMIST	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	(451) TREATMENT PLANT OPERATOR	7	7.00		7	7.00		7	7.00		7	7.00		7	7.00	
	(451) SUPERINTENDENT	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	(451) LEAD FOREMAN	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	(451) WORKING FOREMAN/LABORER	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	(451) PUMPING STATION OPERATOR	3	3.00		3	3.00		3	3.00		3	3.00		3	3.00	
	(451) SPECIAL HEAVY EQUIP OPER/LABOR	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	(451) WATER SYSTEM MAINTENANCE CRAFT	2	2.00		2	2.00		2	2.00		2	2.00		2	2.00	
	(451) METER/BACKFLOW PREVENTION	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	(451) SENIOR CLERK	1	0.71		1	0.71		1	0.71		1	0.71		1	0.71	
	(490) SUPERINTENDENT	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	(490) MASTER MECHANIC	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	(490) MOTOR EQUIPMENT REPAIRMAN	2	2.00		2	2.00		2	2.00		2	2.00		2	2.00	
	(491) SUPERINTENDENT-BUILD/CEMETERY	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	(491) LEAD FOREMAN	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	(491) WORKING FOREMAN/LABORER	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	(491) SENIOR MAINTENANCE BUILDING CRAFT	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	(491) MAINTENANCE BUILDING CRAFTSMEN										2	2.00		3	3.00	
	(491) SPECIAL HEAVY EQUIP OPER/LABOR										2	2.00		1	1.00	
	(491) HEAD CUSTODIAN	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	(491) LEAD CUSTODIAN	2	2.00		2	2.00		2	2.00		2	2.00		2	2.00	
	(491) BUILDING CUSTODIAN	3	2.00		3	2.00		3	3.00		3	3.00		3	3.00	
510 Board of Health	DIRECTOR OF PUBLIC HEALTH*	1	1.00	5.86	1	1.00	5.86	1	1.00	5.86	1	1.00	5.86	1	1.00	5.86
	ENVIRONMENTAL ENGINEER*	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	HEALTH AGENT/SANITARIAN	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	SUPERVISING NURSE	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	PRINCIPAL CLERK	2	1.86		2	1.86		2	1.86		2	1.86		2	1.86	

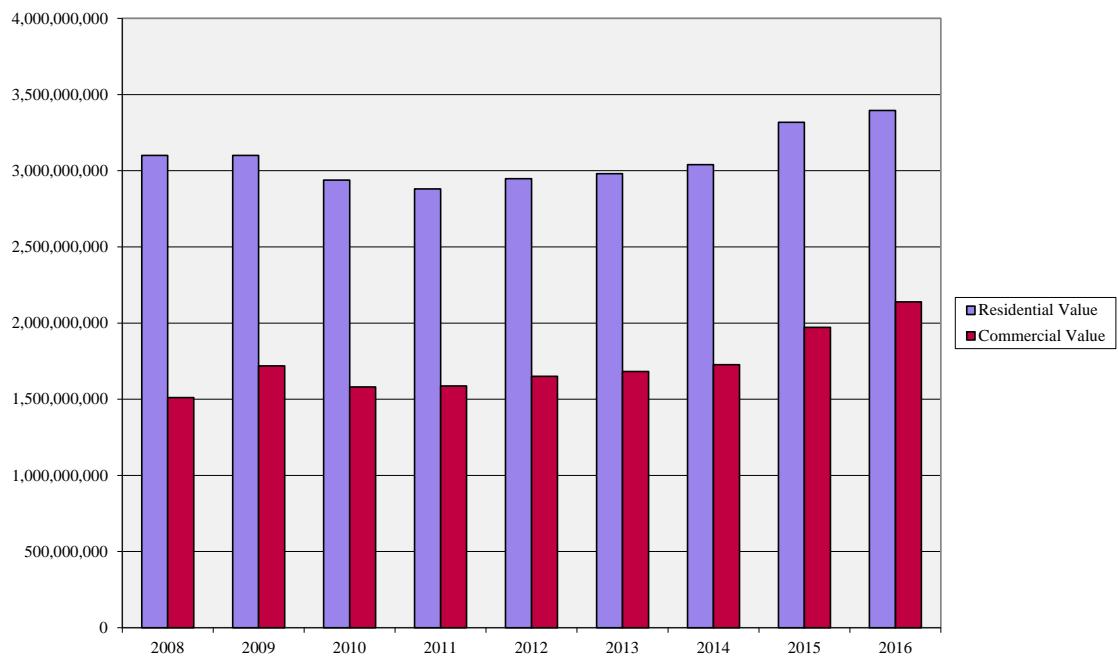
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DEPARTMENT	JOB CLASS DESC	FISCAL 2013			FISCAL 2014			FISCAL 2015			FISCAL 2016			PROPOSED FISCAL 2017		
		# OF EMPLOYEES	FTE	TOTAL DEPT FTE	# OF EMPLOYEES	FTE	TOTAL DEPT FTE	# OF EMPLOYEES	FTE	TOTAL DEPT FTE	# OF EMPLOYEES	FTE	TOTAL DEPT FTE	# OF EMPLOYEES	FTE	TOTAL DEPT FTE
541 Council On Aging	COUNCIL ON AGING COORDINATOR*	1	1.00	5.33	1	1.00	5.33	1	1.00	5.33	1	1.00	5.56	1	1.00	5.56
	OUTREACH WORKER	1	1.00		1	1.00		1	1.00		2	1.23		2	1.23	
	VAN DRIVER	2	1.43		2	1.43		2	1.43		2	1.43		2	1.43	
	PRINCIPAL CLERK	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	CATEGORY B WORKER	2	0.90		2	0.90		2	0.90		2	0.90		2	0.90	
543 Veterans	VETERANS' SERVICES DIRECTOR*	1	1.00	2.00	1	1.00	2.00	1	1.00	2.00	1	1.00	2.00	1	1.00	2.00
549 Youth & Family Services	EXECUTIVE DIRECTOR*	1	1.00	6.14	1	1.00	6.14	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		1	1.00		1	1.00	
	SOCIAL WORKER*	4	3.14		4	3.14		4	3.14		3	2.14		4	2.14	
	ADMIN SECRETARY	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	CLINICAL SUPERVISOR										1	1.00		1	1.00	
610 Library	LIBRARY DIRECTOR*	1	1.00	14.25	1	1.00	14.68	1	1.00	14.68	1	1.00	15.97	1	1.00	15.97
	ASSISTANT LIBRARY DIRECTOR	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	CHILDREN'S LIBRARIAN	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	CIRCULATION LIBRARIAN	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	HEAD REFERENCE LIBRARIAN	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	TECH SERVICE LIBRARIAN	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	REFERENCE LIBRARIAN	2	1.71		2	1.71		2	1.71		2	2.00		2	2.00	
	CIRC & TECH SERVICES ASST	1	0.91		1	0.91		1	0.91		1	0.91		1	0.91	
	ASSISTANT TO CHILD LIBRARIAN	3	2.14		3	2.14		3	2.14		3	2.14		3	2.14	
	CIRCULATION ILL ASSISTANT	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	SENIOR LIBRARY TECH	2	1.49		2	1.49		2	1.49		2	1.49		2	1.49	
	IT ASSISTANT				1	0.43		1	0.43		1	0.43		1	0.43	
	PRINCIPAL CLERK	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	YOUNG-ADULT LIBRARIAN										1	1.00		1	1.00	
630 Rec Director	DIRECTOR OF PARKS & RECREATION*	1	1.00	5.57	1	1.00	5.57	1	1.00	5.57	1	1.00	5.57	1	1.00	5.57
	RECREATION SUPERVISOR	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	ASSISTANT RECREATION DIRECTOR	1	1.00		1	1.00		1	1.00		2	2.00		1	1.00	
	PRINCIPAL CLERK	2	2.00		2	2.00		1	0.57		1	0.57		2	2.00	
	SENIOR CLERK PART TIME	1	0.57								1	0.57		1	0.57	
631 Rec Maint	THEHERAPEUTIC RECREATION SPECIALIST													1	1.00	
	FACILITIES & REC MAINT DIRECTOR*	1	1.00	9.00	1	1.00	9.00	1	1.00	9.00	1	1.00	9.00	1	1.00	9.00
	ASSISTANT DIR/REC MAINTENANCE	1	1.00		1	1.00		1	1.00		2	2.00		1	1.00	
	FORMAN/MAINTENANCE CRAFTSMAN	2	2.00		2	2.00		5	5.00		5	5.00		2	2.00	
	RECREATION MAINT CRAFTSMAN	5	5.00		5	5.00		5	5.00		5	5.00		5	5.00	
TOTAL ALL DEPARTMENTS		303.00		291.02	306.00		292.87	310.00		297.87	316.00		303.39	323.00		308.79

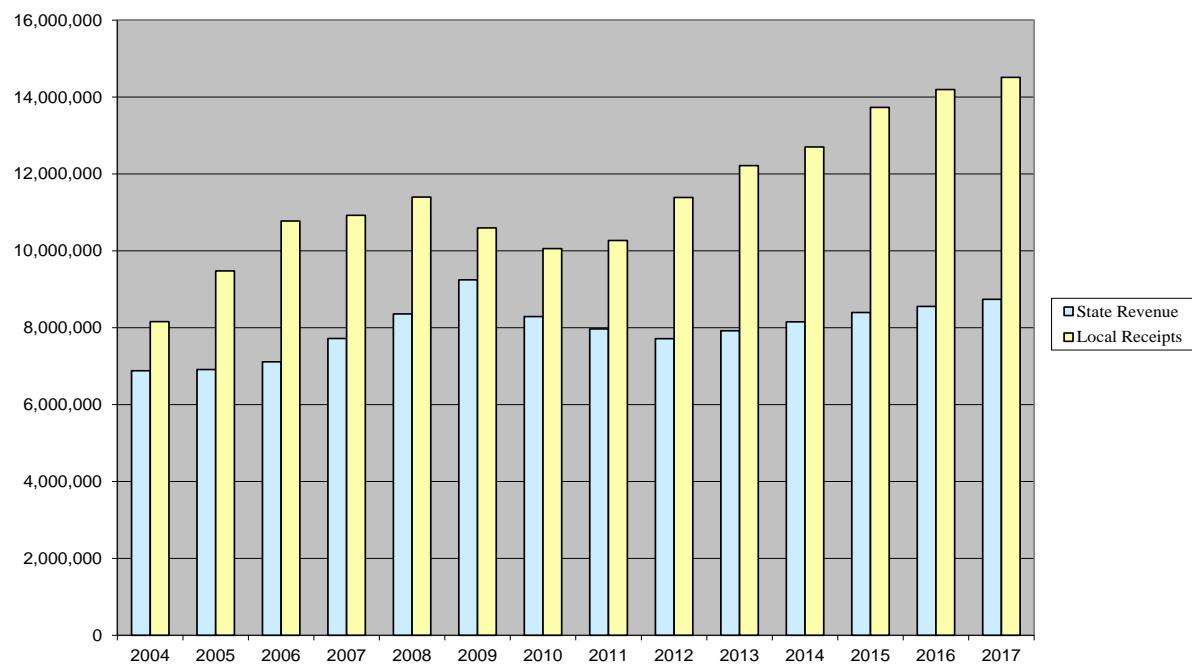
### COMMERCIAL VS RESIDENTIAL TAX LEVY



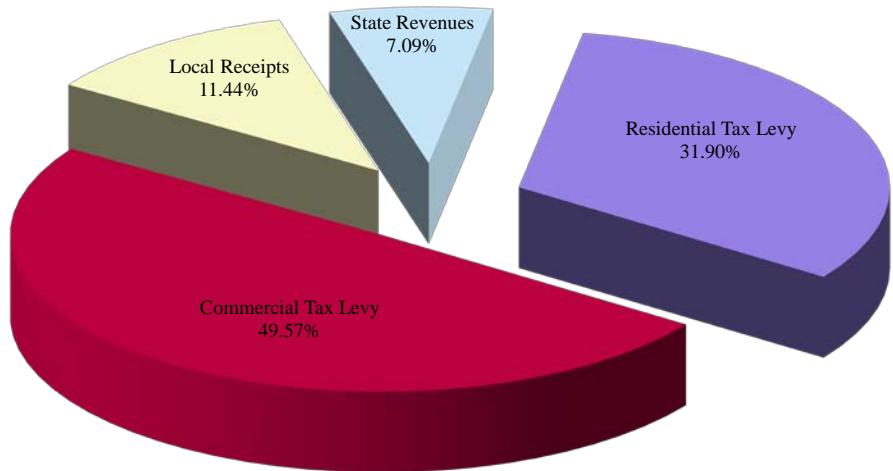
### COMMERCIAL VS RESIDENTIAL PROPERTY VALUES



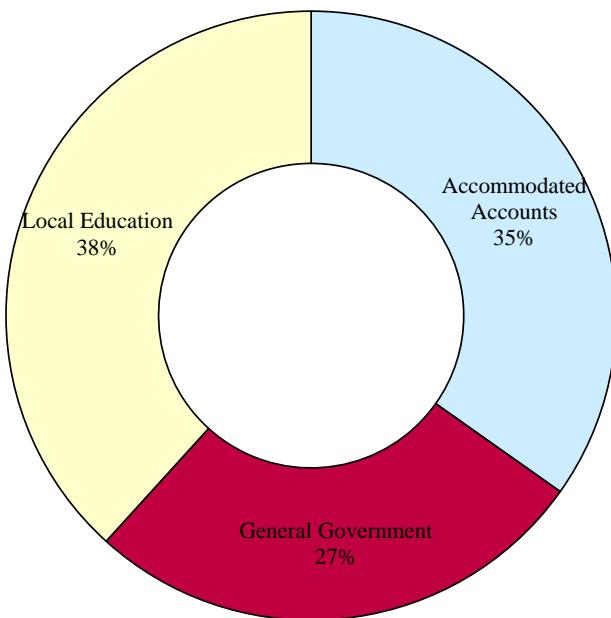
### TRENDS IN STATE REVENUE & LOCAL RECEIPTS



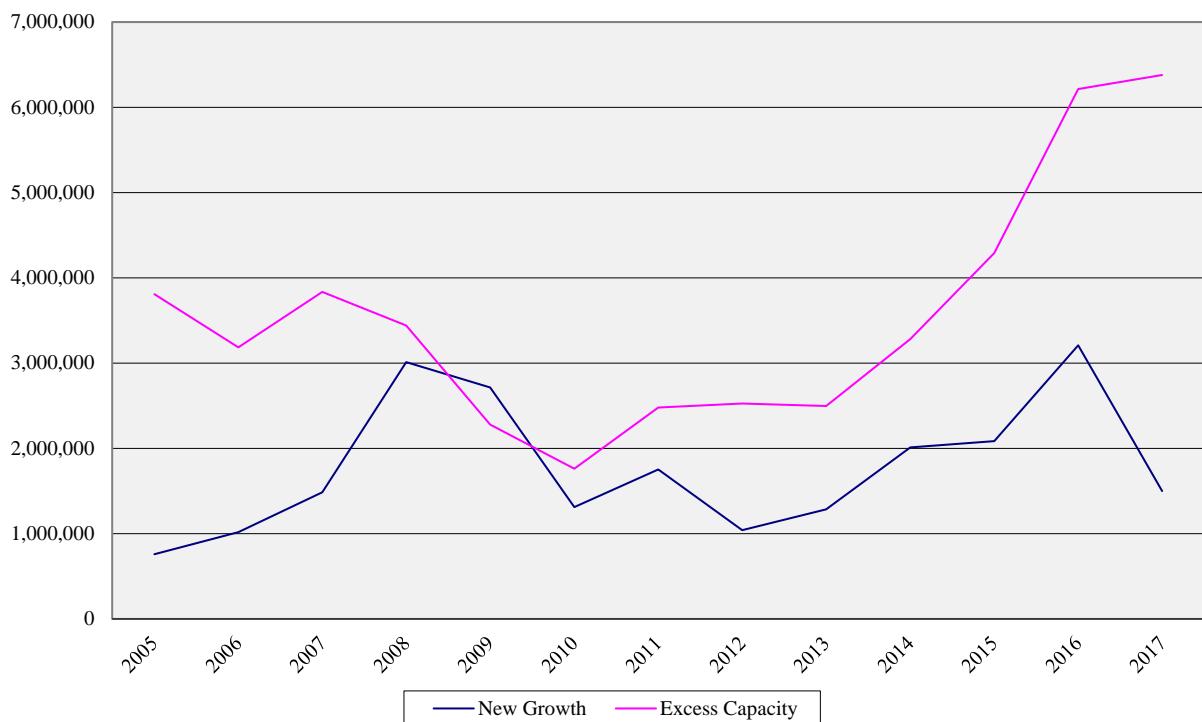
### TOWN OF BURLINGTON - FY 2017 SOURCES OF FUNDING



### FY 2017 BUDGET DISTRIBUTION



### TRENDS IN NEW GROWTH & EXCESS CAPACITY



Top Ten Taxpayers - FY 2015			
	Name	Assessed Valuation	Total Tax Bill
1	Bellwether Prop of Mass	\$201,254,600	\$6,488,448
2	Network Drive Owner LLC	\$153,333,300	\$4,943,466
3	N E Executive	\$128,289,700	\$4,136,060
4	Nordblom	\$98,615,100	\$3,179,351
5	Gutierrez/Auburn-Oxford	\$87,347,000	\$2,816,067
6	Wayside Commons Invest	\$66,209,600	\$2,134,598
7	Burlington Mall FB-I LLC	\$63,493,600	\$2,047,034
8	Burlington Centre Owner LLC	\$57,373,400	\$1,849,718
9	Oracle USA Inc	\$50,654,900	\$1,633,114
10	Piedmont 5 & 15 Wayside LLC	\$36,959,300	\$1,191,568
<b>Totals</b>		<b>\$943,530,500</b>	<b>\$30,419,423</b>
Source: Board of Assessors			

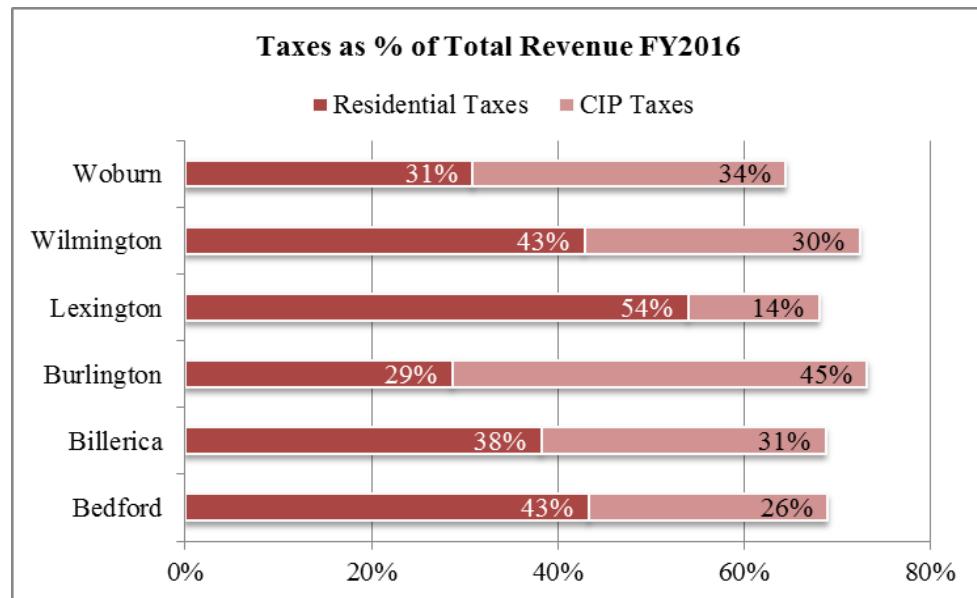
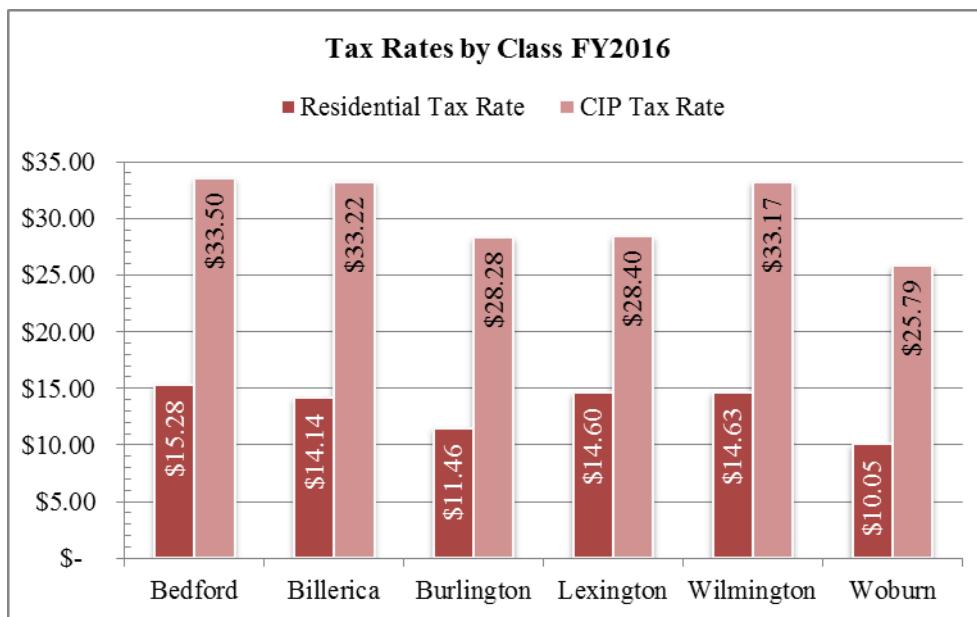
The following are the principal employers located in the Town:

Company	Nature of Business	Approximate Current Employees
Lahey Clinic	Hospital	5,040
Oracle/Sun	Computer Network Systems	2,300
Siemens - Nixdorph	Information Technology and Electronics	1,000
Avid Technology	Software Systems	800
Burlington Mall	Retail	750
Keurig Green Mountain	Retail	750
Wegmans	Retail	630
Nuance Systems	Software/Communications	525
ONE Communications	Telecommunications	420
Federal Aviation Administration	Government	385

Source: Official Statement July 7, 2015

## HOW DOES BURLINGTON COMPARE WITH BORDERING COMMUNITIES?

YEAR 2016							
Municipality	Average Single Family Tax Bill	Residential Tax Rate	Residential Tax Levy	Commercial Industrial & Personal Property (CIP) Tax Rate	CIP Tax Levy	Total Tax Levy	Total Revenue
Bedford	\$9,103	\$15.28	38,432,016	\$33.50	22,713,155	61,162,422	88,664,277
Billerica	\$4,683	\$14.14	61,020,382	\$33.22	48,743,539	109,763,921	159,593,738
Burlington	\$4,846	\$11.46	38,920,977	\$28.28	60,478,310	99,399,287	135,711,865
Lexington	\$12,955	\$14.60	129,393,989	\$28.40	33,680,858	163,074,847	239,557,730
Wilmington	\$5,759	\$14.63	43,073,964	\$33.17	29,703,518	72,777,482	100,485,972
Woburn	\$3,880	\$10.05	45,780,068	\$25.79	49,808,371	95,588,439	148,280,431



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# **10-Year Capital Improvement Plan**

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# Capital Budget Report



## Proposed Capital Improvement Plan

Fiscal Years 2017 - 2026

Prepared by  
Accounting Department



## TOWN OF BURLINGTON

### *Capital Budget Committee*

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Fellow Taxpayers:

Over the past year the Capital Budget Committee (CBC) has been involved in the preparation of the ten year capital spending plan for the Town of Burlington in accordance with its responsibilities of review and comment on the evolving needs for equipment and facilities necessary to support the municipal services upon which we rely and enjoy. The attached report represents a current summary of the anticipated needs over the next ten years 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 decision process with respect to the DPW garage, Fire Station no. 2, the COA building renovations and the 33 Center street projects continues as does the necessary HVAC system renewal project at the High School. We believe that this current plan, which is now a single integrated Town plan rather than a collection of separate department and Town Meeting member planning documents, allows for better understanding of the planning process needed to assure effective delivery of municipal services.

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 basis for the CBC review requirement as well as citizen input and we recommend that this review activity should be performed several times a year as new information is developed, in addition to the discussions which relate to current year capital expenditure recommendations to Town Meeting.

Capital Budget Committee

Ernest Zabolotny Chairman TMM  
Adam Senesi Vice Chairman TMM  
Gary Mercier TMM  
Pat Moreno TMM  
Myrna Saltman TMM  
Steve Stamm TMM  
Ismael Valentin TMM

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## THE CAPITAL IMPROVEMENT PROGRAM

Local government officials are tasked with the preservation, maintenance, and improvement of the Town's capital assets. 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.

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Town of Burlington  
10-Year Capital Improvement Plan  
Fiscal Years 2017 - 2026

Article #	Department & Item	FY 2017		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
		Requested	Approved AMOUNT	Approved SOURCE	Requested							
	General Government											
	135 Town Accountant											
	Financial Software Package Upgrade					150,000						
	subtotal	0	0		0	150,000	0	0	0	0	0	0
	155 MIS											
	Technology Infrastructure	300,000	300,000	Tax Levy	300,000	300,000	300,000					
	subtotal	300,000	300,000		300,000	300,000	300,000	0	0	0	0	0
	161 Town Clerk											
	New Voting Equipment							30,000	30,000			
8-20	Electronic Permitting & Inspection System	80,000	80,000	Free Cash								
	subtotal	80,000	80,000		0	0	30,000	30,000	0	0	0	0
	171 Conservation											
	Open Space Recreation Plan (OSRP)				20,000							
	subtotal	0	0		20,000	0	0	0	0	0	0	0
	210 Police											
	Ballistic Vest Replacement							80,000				
8-9	Animal Control Vehicle (Ford 150 pick-up)	37,085	37,085	Free Cash								
	Replace Portable Radios (2-year cycle)				58,880	58,880						
	subtotal	37,085	37,085		58,880	58,880	0	80,000	0	0	0	0
	220 Fire											
	Vehicles:											
	Ambulance 2010 Horton Navistar										305,000	
	Ambulance 2005 Horton Navistar						280,000					
8-5	Administrative Vehicle Replace											
	2005 Chevy Impala	41,283	41,283	Free Cash								
8-6	Command Vehicle Replace											
	2001 Chevy Tahoe	55,026	55,026	Free Cash								
	Command Car 2005 Chevy Trailblazer				43,296							
	Command Car 2010 Ford Expedition						66,420					
	Command Car 2009 Ford Escape						47,734					
	Command Car 2008 Ford Escape						45,461					
	Fire Truck Pumpers:											
	2008 Pierce Arrow (Engine 2)							790,000				
	1998 Pierce Quantum (Engine 4)				750,000							
	Fire Truck Misc.:											
	Aerial Tower 2008 Pierce								1,500,000			
	Other:											
8-7	Replace SCBA Cylinders Air Compressor	58,547	58,547	Free Cash								
8-8	Fire Station Access Control System	29,942	29,942	Free Cash								
	subtotal	184,798	184,798		793,296	0	325,461	114,154	790,000	1,500,000	0	305000
	241 Building Inspector											
	Replacement Vehicle				28,000							
	subtotal	0	0		28,000	0	0	0	0	0	0	0
	400 Public Works											
	Streets & Sidewalks:											
11	Road & Parking Paving	3,000,000	3,000,000	Borrowing		3,000,000		3,000,000		3,000,000		
9	Sidewalk Restoration/Upgrade	250,000	250,000	Other	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
	Traffic Light Repair				260,000	130,000	50,000	50,000	50,000	50,000	50,000	50,000
10	Streetlights-LED Conversion	850,000	850,000	Borrowing								
	Winn St./Mountain Rd. Traffic Light				350,000							
	Winn St./Peach Orchard Corridor Improvement						3,000,000					
	S. Bedford St/Blanchard Rd. Upgrades										500,000	
	Water Distribution & Production:											
	Water main upgrades-based on SEA reports				1,000,000		1,000,000		1,000,000		1,000,000	
	Valve Replacement Program				50,000		50,000		50,000		50,000	
	Replace Center Street Tank									3,000,000		

Article #	Department & Item	FY 2017		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
		Requested	Approved AMOUNT	Approved SOURCE	Requested							
	Sewer System Improvements:											
8-23	Cross Roads Sewer Lining/Wayside Rd. SMH Replacement	700,000	700,000	Sewer Enterprise								
8-21	Sewer Pump Station Rehabilitation	250,000	250,000	Sewer Enterprise	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
8-22	Lucaya Pump Station & Force Main Rehab	1,450,000	1,450,000	Sewer Enterprise								
8-1	Culvert/Stream Cleaning/ Drainage Repair	200,000	200,000	Free Cash	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
	Cemetery:											
	Development/Expand Pine Haven (knoll area)								500,000			
	Highway:											
19	Chapter 90 Roadwork	1,095,024	1,095,024	Chapter 90								
8-2	Vehicle Replacement Program:	410,000	410,000	Free Cash	401,000	375,000	385,000	120,000	200,000	445,000	366,500	- 320,500
	Facilities:											
	DPW (HWY)/Rec Maint. Facility				3,000,000	7,500,000	10,500,000	9,000,000				
17	DPW Yard/Salt Facility-Adams Street	2,100,000	2,100,000	Borrowing								
18	Salt Shed-Grant Ave	1,100,000	1,100,000	Borrowing								
	Library HVAC (Boilers)									200,000		
	Library HVAC (RTUs Phase 1)								200,000			
	Library HVAC (RTUs Phase 2)								200,000			
	Library Roof					282,000						
	Library Elevator							50,000				
8-3	Police HQ Lighting/ Facility Upgrades	70,000	70,000	Free Cash								
	Fire HQ Elevator					75,000						
	Fire HQ - Fuel Pumps				223,000							
	Fire HQ- HVAC (Boilers)				20,000							
	Police HQ-Roof (1991 addition)						135,000					
	Police HQ Elevator						80,000					
	Town Hall Windows				150,000							
	Town Hall Annex Roof							115,000				
	Human Services HVAC (RTUs Phase1)								75,000	60,000		
16	Fire Station 2 Construction	8,500,000	8,500,000	Borrowing								
	Town/School Building Construction				8,000,000				20,000,000		20,000,000	
	Vinebrook WTP-HVAC (boiler)							20,000				
	Pine Haven Chapel- Roof								45,000			
	Expand Chestnut Hill Garage				130,000							
	Chestnut Garage Roof								25,000			
	Town/School Building Repairs				2,750,000							
14	33 Center Street Renovation	400,000	400,000	Borrowing								
15	Human Services Building Renovation	3,300,000	3,300,000	Borrowing								
12	Meadowbrook School-HVAC (heating rehab 1x 20 year life)	730,000	730,000	Borrowing								
	Meadowbrook School-Roof								1,300,000			
8-4	Museum Painting & Siding	24,000	24,000	Free Cash								
	subtotal	24,474,024	24,429,024		16,361,000	13,778,000	15,742,000	12,785,000	2,085,000	24,665,000	6,441,500	1,010,000 21,820,500
	541 Council on Aging											
	Replace Van 1				48,000							
	Replace Van 2					48,000						
	Upgrade Furniture & Fixtures				25,000			25,000		25,000		
	subtotal	0	0		73,000	48,000	0	25,000	0	0	25,000	0
	610 Public Library											
	Replace Entrance/Exit Doors				20,000							
	Steam Boiler Replacement				7,500							
	subtotal	0	0		27,500	0	0	0	0	0	0	0

Article #	Department & Item	FY 2017		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
		Requested	Approved AMOUNT	Approved SOURCE	Requested	Requested	Requested	Requested	Requested	Requested	Requested	Requested	
	<u>630 &amp; 631 Recreation</u>												
	<u>OVERLOOK</u>												
	Renovate Maintenance Garage				0								
	<u>RAHANIS</u>												
	Construct Street Hockey Rink & Spray Pad				250,000								
	Renovate Basketball Court				23,000								
	Renovate Tennis Courts										65,000		
	Replace Wooden Playground Bridge										10,000		
	<u>REGAN</u>												
8-13	Regan Park Renovations	110,000	110,000	Free Cash									
	<u>SIMONDS</u>												
	Renovate Tennis Courts				40,000								
	Update Playground Equipment				150,000								
	New Lighting & Renovate Basketball Courts								75,000				
	Replace Skate Park Structures						70,000						
	Renovate Visco Building									75,000			
	Renovate Wading Pool										100,000		
	<u>VETERANS</u>							45,000					
	Install Picnic Shelter												
	New Entrance & Expand Parking Lot										30,000		
	<u>WILD MERE</u>												
	Replace Playground Equipment				25,000								
	<u>WILDWOOD</u>												
	Install Shade Shelter				45,000								
	Install Bathroom Facilities & Parking Improvements						50,000						
	<u>MISC. LOCATIONS</u>												
8-14	Electrical System Design (Town Common)	20,000	20,000	Free Cash									
	Develop Fitness Trail (Reservoir/Mill Pond)				15,000								
	Recreation Building Tech Upgrades (LCD Projectors, Door Security, Camera System)				20,000								
	Upgrade Walkways, Electric Service, Sprinkler, & Lighting (Town Common)				100,000								
	Construct/Modify BHS Project Adventure Course Access						40,000						
	New Recreation Center Field House and Indoor Pool						17,000,000						
	Renovate Bandstand (Town Common)							45,000					
	Repave Walkway Trail (TRW)							50,000					
	<u>VEHICLES/EQUIPMENT</u>												
	Replace R-1 (pick-up) with 1 ton										50,000		
8-11	Replace R-3 Pickup Truck	53,000	53,000	Free Cash									
	Replace R-10 Recreation SUV							35,000					
	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								165,000				
8-10	Turf Renovating Machine (Aerator)	27,000	27,000	Free Cash									
	Replace Walker Mower with new zero turn mower and grass catcher										45,000		
	Replace Slope Mower										50,000		
	Replace Ball field Grooming Machine								90,000				
8-12	John Deere 5075M FT4 Tractor	72,000	72,000	Free Cash									
	Replace Wood Chipper								55,000				
	subtotal	282,000	282,000		408,000	260,000	17,090,000	245,000	310,000	150,000	145,000	150,000	
	General Government Subtotal	25,357,907	25,312,907		18,069,676	14,594,880	33,487,461	13,279,154	3,185,000	26,315,000	6,611,500	1,465,000	22,120,500

Article #	Department & Item	FY 2017		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
		Requested	Approved AMOUNT	SOURCE	Requested	Requested	Requested	Requested	Requested	Requested	Requested	Requested	
	<b>Schools</b>												
	<u>System-wide</u>												
8-16	Pavement Replacement Program	350,000		Postpone	350,000	350,000		200,000		200,000		200,000	
	Computer Technology Equipment Replacement (Elementary)	225,000		Postpone	225,000	225,000	225,000	225,000	225,000	225,000	225,000	225,000	
	Master Plan Update	140,000	140,000	Free Cash								200,000	
	Vehicle Replacement										45,000	45,000	
	<u>Marshall Simonds Middle School</u>												
	Interior Painting (classrooms & Corridors)					50,000		50,000		50,000		50,000	
	Track Resurfacing/Turf Replacement									900,000			
	AC Chiller Replacement										290,000		
	<u>Memorial School</u>												
	Interior Painting (Classrooms & Corridors)					50,000		50,000		50,000		50,000	
	Bio Retention Area Reconstruction										150,000		
	<u>Pine Glen</u>												
8-15	Design & Construction Roof Replacement	695,000	695,000	Free Cash									
	Classroom Interior Renovations (Ceilings, Lighting, Teaching Stations, Etc.)	300,000		Postpone	300,000	300,000	300,000	300,000	300,000				
	Kitchen / Café Equipment & Infrastructure	150,000		Postpone	150,000								
	HVAC Renovations ( Mech. Exhaust)	300,000		Postpone	300,000		300,000		300,000		300,000		
	Life Safety (Fire Alarm & Sprinkler)	800,000		Postpone	800,000								
	<u>Burlington High School</u>												
	School Building Renovations w/ MSBA	30,000,000		Postpone	30,000,000								
8-17	Student / Faculty Bathrooms								900,000				
	Boilers (3) Re-tube	150,000	150,000	Free Cash									
	Performing Arts Center / Auditorium Improvements	80,000	80,000	Free Cash		35,000		35,000	35,000	40,000		40,000	
8-18	Varsity Field Bleachers/ Field House/ Field Replacement	650,000		Postpone	650,000	330,000							
	Track Resurfacing/ Turf Replacement							900,000					
	Interior Painting									100,000	100,000		
	Electrical Transformer Replacement									125,000			
	Maint. Area Expansion					400,000							
	<u>Fox Hill</u>												
8-19	Kitchen / Café Renovations & Improvements	135,000	135,000	Free Cash	150,000								
	Classroom Interior Renovations (Ceilings, Lighting, Teaching Stations, Etc.)	600,000		Postpone	600,000		600,000		600,000	600,000		600,000	
	HVAC Renovations ( Mech. Exhaust/ AC)	300,000		Postpone	300,000		300,000		300,000	300,000		300,000	
	Life Safety (Fire Alarm & Sprinkler)	1,000,000		Postpone	1,000,000								
	<u>Francis Wyman</u>												
	Playground Equipment									85,000			
	Boiler Replacement									750,000			
	Interior Painting					45,000	45,000		45,000	45,000			
	AC Installation	500,000		Postpone	500,000	500,000		500,000		500,000			
	<b>Schools Subtotal</b>	36,375,000	1,200,000		35,325,000	2,285,000	1,770,000	1,360,000	3,605,000	870,000	2,565,000	1,870,000	1,710,000
	<b>Grand Total</b>	61,732,907	26,512,907		53,394,676	16,879,880	35,257,461	14,639,154	6,790,000	27,185,000	9,176,500	3,335,000	23,830,500

# **Glossary of Terms**

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## GLOSSARY OF TERMS

<b>Abatement</b>	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.
<b>Accommodated Accounts</b>	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), <i>and/or</i> 3. Are mandated, with the Town having little control over the cost (i.e. audit, retirement contributions). Accommodated accounts are denoted with an "(AA)" in the budget line item description.
<b>Appropriation</b>	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.
<b>Capital Asset</b>	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.
<b>Chapter 686 of The Acts of 1970</b>	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.
<b>Chapter 70 School Aid</b>	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.
<b>Chapter 90 Highway Funds</b>	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.
<b>Cherry Sheet</b>	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 <a href="http://www.mass.gov/dls">www.mass.gov/dls</a>
<b>Deficit</b>	When expenditures exceed revenue in a given account.
<b>Estimated Receipts</b>	Projections of anticipated local revenues, based on the previous year's receipts which represent funding sources necessary to support a community's annual budget.
<b>Excess Capacity</b>	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.
<b>Fiscal Year</b>	The budget cycle which the Commonwealth and municipalities have operated on Since 1974 which begins July 1 and concludes June 30.
<b>Free Cash</b>	Remaining, unrestricted funds from operations of the previous fiscal year.
<b>General Fund</b>	Fund used to account for most financial resources and activities governed by the normal town meeting appropriation process.
<b>Local Receipts</b>	Locally generated revenues, other than real and personal property taxes. Examples include motor vehicle excise, investment earnings, and hotel tax.
<b>Long-Term Debt</b>	Community borrowing, or outstanding balance at any given time, of loans with an original maturity date of 12 months or more.

<b>Massachusetts Water Resources Authority (MWRA)</b>	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.
<b>New Growth</b>	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.
<b>Operating Budget</b>	A plan of proposed expenditure for personnel, supplies, and other expenses for the coming fiscal year.
<b>Other Post-Employment Benefits (OPEB)</b>	A form of deferred compensation which is <i>not</i> an integral part of a pension plan for an eligible retiree (i.e. healthcare).
<b>Overlay</b>	(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.
<b>Overlay Surplus</b>	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> ).
<b>Raise and Appropriate</b>	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.
<b>Recurring Revenue</b>	A source of money used to support municipal expenditures, which can be relied upon at some level in future years.
<b>Reserve Fund</b>	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.
<b>Senior Property Tax Work-off Program</b>	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.
<b>Sewer Enterprise Fund</b>	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 decipher the total costs of a service recovered through user charges; Burlington uses this fund to account for the Town's the Massachusetts Water Resource Authority (MWRA) assessment for sewer services.
<b>Special Revenue Funds</b>	Funds used to account for the proceeds of special revenue sources (other than for capital projects) that are legally restricted to expenditures for a specific purpose.
<b>Stabilization Funds</b>	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.
<b>Statutory Exemptions</b>	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.