

# TOWN OF BURLINGTON

## Proposed Operating Budget & 10-Year Capital Improvement Plan



Fiscal Year 2018

July 1, 2017 to June 30, 2018

Prepared by  
Accounting Department



## TOWN OF BURLINGTON

### *Ways and Means Committee*

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Town of Burlington  
Ways and Means Committee  
Annual Budget Recommendation  
Fiscal Year 2018

Dear Town Meeting Members,

The Ways and Means Committee is pleased to present you the budget proposal for Fiscal Year 2018 for your consideration. While some may be looking at the budget for the first time this year, or maybe for the first time ever as a new member of Town Meeting, the Committee has been working with the financial team and elected bodies since earlier this winter.

The Town's financial standing remains consistent. We are fortunate in this community to continue to see growth in our tax base and an ability to provide our residents with the same level of services that they have come to expect. However, the Committee acknowledges that we must continue to be fiscally responsible and as the financial arm to the body, we take pride in the work that has been done over the past 6 months. The Committee believes that this year's budget proposal achieves a goal of fiscal responsibility coupled with services needed in our community and fitting within the vision of Burlington's elected bodies.

The first task of Ways and Means, which happens late 2016, is to establish budget guidelines. This is not done alone. A joint meeting is held which includes heads from Ways and Means, Board of Selectmen, Treasurer, Assessors, School Committee and administration from both schools and general government. The issues discussed at this meeting included a review of the town's financial standing, income and expense projections, and the Town's levy limit. After reviewing the options presented before us, Ways and Means recommended to limit the increase in operating budgets to no more than 3.75% (down from the recommendation of 4% last year) and to limit the increase in accommodated accounts to no more than 5% (down from 6% in the prior year). The attached budget meets those goals. I want to thank the elected officials and the administration for both general government and schools for working with us and meeting the goals of the Committee. Please note the budget increase does not translate to a similar increase in taxes. It is a balancing act between property values (both commercial and residential) and the growth there plus the spending done within the community – both in operating budgets and in committed dollars for capital expenditures from votes that have already been taken by this body in years past.

The Committee has reviewed all the budgets over the past four months, spending many hours to present the final document. Each budget goes through its elected body with a recommendation and then ultimately comes before Ways and Means subcommittees and lastly the full committee before being brought to you.

We as a community have always budgeted conservatively so as to minimize any surprises within the fiscal year. For example, Burlington continues to be conservative with state aid as that figure depends on appropriations of the Commonwealth's legislature. State Aid is a double-edged sword. On one hand, and fortunately for Burlington, state aid is a relatively small percentage of the Town's operating

budget and we are able to adequately fund services provided with minimal increases in costs and without imposing user fees. On the other hand, based on Burlington's ability to tax and the capacity in the levy, our State Aid is not as high as other communities.

With all this in mind, Ways and Means acknowledges that there is a lot to still be accomplished for Burlington. We have many capital and infrastructure needs that are on the horizon and will be discussed over time with the body. Demands on certain departments continue to grow, and, when needed, we address staffing requirements to meet those demands.

Ways and Means is charged with not only funding the needs of the community but also making sure there is sufficient ways to address those needs. As I shared with my committee earlier this budget season, we should discuss services, spending and the tax base in depth more for the following year. The staff worked hard to hold the line on spending this year to a minimum and again it was much appreciated. However, there will be a point where the discussion will have to take place on whether we capture more of the tax base or limit the services. It is our duty as your financial arm to discuss this on all levels.

For this fiscal year, the Committee believes that this proposed budget satisfies its responsibilities. It provides the same level of services that Burlington residents have come to enjoy and within the budget guidelines. We thank you in advance for your support.

Lastly, I am grateful for the time and energy that has been spent by the members of Ways and Means as well as the administration in Town. Burlington continues to be a fortunate community.

Respectfully Submitted,



Sonia S. Rollins, Chairman

The Ways and Means Committee  
Fiscal Year 2018

Sonia Rollins, Chairman  
Thomas C. Killilea, Vice Chairman  
Brad D. Bond  
Robert Bunker  
Diane Kendrigan Creedon

Lucy Damiani  
Christian Delaney  
Michael J. Hardy  
Susan Harrigan  
Joan Hastings

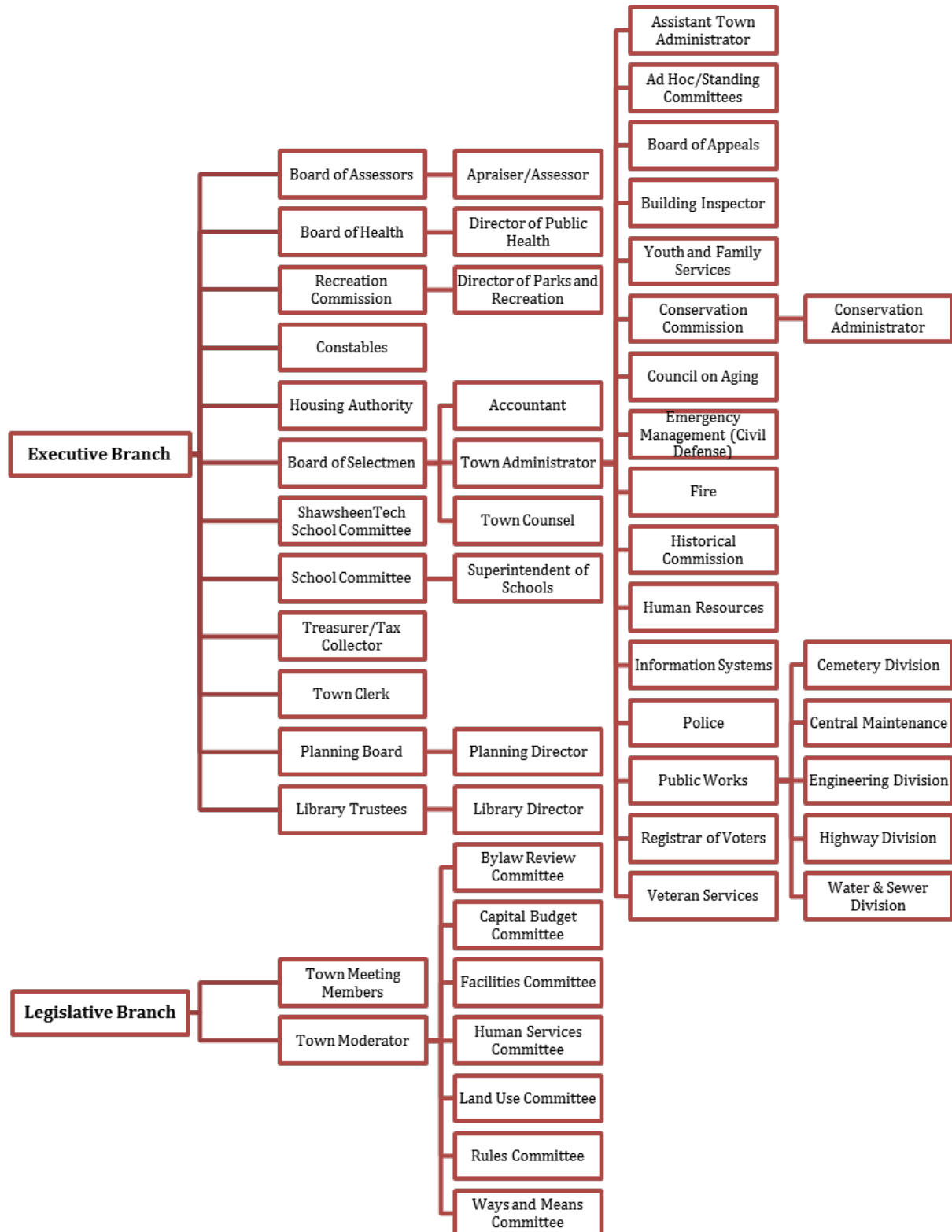
Joan Kennedy-Constant  
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**TOWN OF BURLINGTON  
FY 2018 BUDGET  
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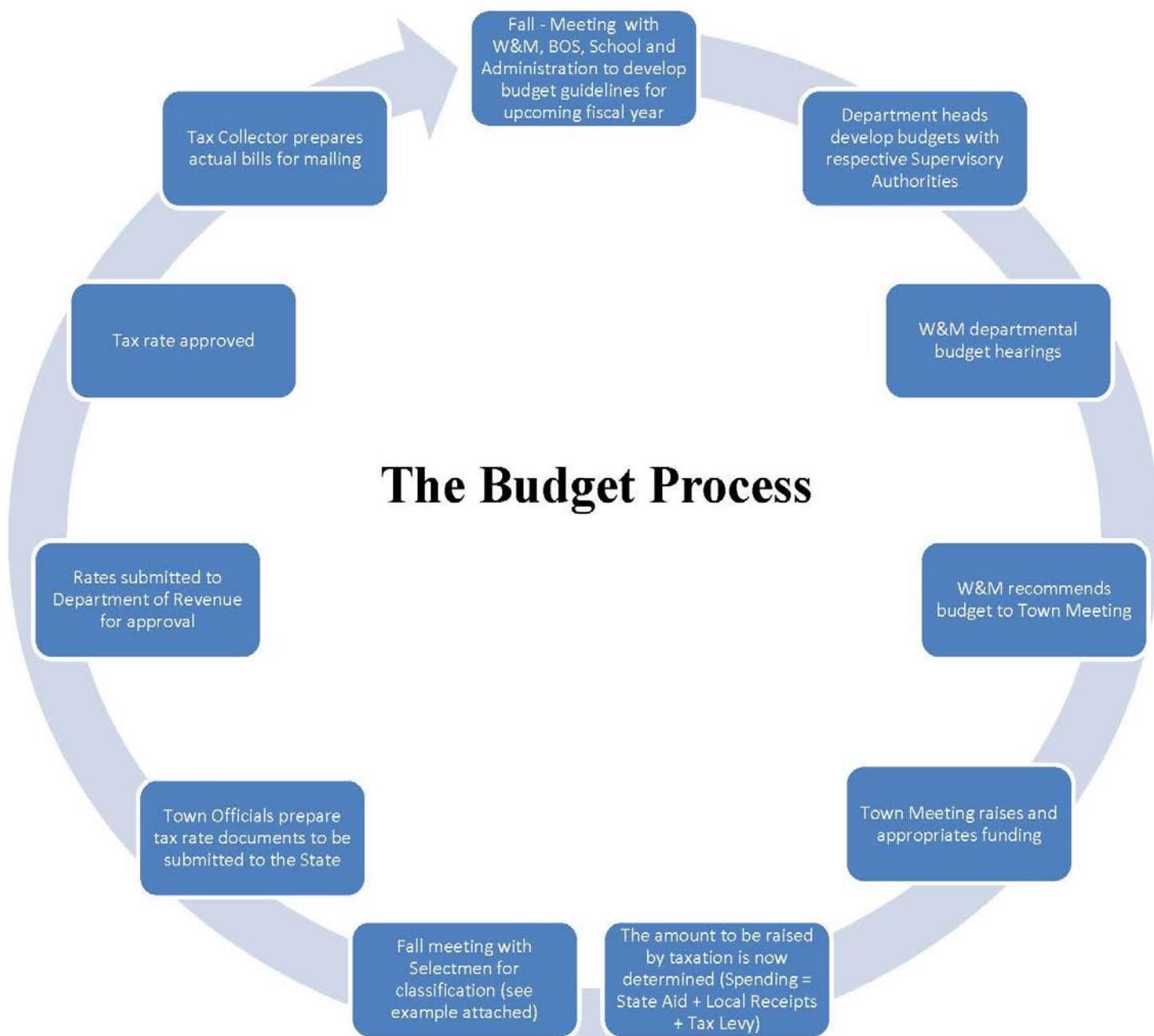
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# Town of Burlington Organizational Chart



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# **Budget Summary**

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## Budget Summary – 5 Year Comparative

	<u>Budget FY 2014</u>	<u>Budget FY 2015</u>	<u>Budget FY 2016</u>	<u>Budget FY 2017</u>	<u>Projection FY 2018</u>	<u>% Increase</u>
Tax Levy Limit	\$ 95,436,150	\$ 99,908,178	\$ 105,612,937	\$ 111,067,434	\$ 115,344,119	
<b>RECURRING REVENUES</b>						
Taxes levied or Budgeted to be levied	\$ 92,154,383	\$ 95,618,308	\$ 99,399,287	\$ 102,863,548	\$ 106,978,090	4.00%
Local Receipts	\$ 12,704,730	\$ 13,432,865	\$ 14,194,300	\$ 14,971,939	\$ 15,880,638	6.07%
State Receipts (Cherry Sheet)	\$ 8,151,760	\$ 8,395,156	\$ 8,555,593	\$ 8,853,759	\$ 9,093,937	2.71%
School Building Assistance	\$ 258,785	\$ 258,785	\$ 258,785	\$ 258,785	\$ 258,785	0.00%
<b>TOTAL REVENUES</b>	<b>\$ 113,269,658</b>	<b>\$ 117,705,114</b>	<b>\$ 122,407,965</b>	<b>\$ 126,948,031</b>	<b>\$ 132,211,450</b>	<b>4.22%</b>
<b>RECURRING EXPENDITURES</b>						
Accommodated Accounts	\$ 38,336,732	\$ 39,670,957	\$ 41,500,792	\$ 43,520,050	\$ 45,341,778	4.19%
General Government	\$ 30,547,842	\$ 31,614,686	\$ 32,593,493	\$ 33,710,276	\$ 34,837,174	3.34%
Education	\$ 42,385,445	\$ 44,187,394	\$ 45,954,890	\$ 47,788,756	\$ 49,630,584	3.85%
Allowance for Abatements (overlay)	\$ 1,020,328	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	0.00%
State Assessments (Cherry Sheet)	\$ 602,621	\$ 666,080	\$ 656,975	\$ 678,952	\$ 707,070	4.14%
State Offset Items (Cherry Sheet)	\$ 165,082	\$ 165,134	\$ 157,822	\$ 176,395	\$ 194,844	10.46%
<i>Sub-total - Recurring Expenditures</i>	<i>\$ 113,058,050</i>	<i>\$ 117,304,251</i>	<i>\$ 121,863,972</i>	<i>\$ 126,874,429</i>	<i>\$ 131,711,450</i>	<i>3.88%</i>
<b>NON-RECURRING EXPENDITURES</b>						
Deficit Accounts	\$ 311,608	\$ 465,863	\$ 643,993	\$ 173,602	\$ 500,000	188.00%
Special Warrant Articles	<u>\$ 5,665,012</u>	<u>\$ 7,766,157</u>	<u>\$ 7,157,995</u>	<u>\$ 9,672,670</u>	<u>\$ 5,339,314</u>	<u>-44.80%</u>
<b>TOTAL EXPENDITURES</b>	<b>\$ 119,034,670</b>	<b>\$ 125,536,271</b>	<b>\$ 129,665,960</b>	<b>\$ 136,720,701</b>	<b>\$ 137,550,764</b>	<b>0.67%</b>
<b><i>SURPLUS/(DEFICIT)</i></b>	<b>\$ (5,765,012)</b>	<b>\$ (7,831,157)</b>	<b>\$ (7,257,995)</b>	<b>\$ (9,772,670)</b>	<b>\$ (5,339,314)</b>	
<b>NON-RECURRING REVENUES</b>						
Free Cash	\$ 3,705,462	\$ 3,513,119	\$ 4,646,435	\$ 6,190,445	\$ 3,571,399	-42.31%
Non Recurring Local Receipts	\$ -	\$ -	\$ -	\$ -	\$ -	
Special Revenue Funds	\$ 2,059,550	\$ 4,264,668	\$ 1,898,560	\$ 3,582,225	\$ 1,767,915	-50.65%
Prior Unexpended Appropriations	\$ -	\$ 53,370	\$ -	\$ -	\$ -	
Excess Allowance for Abatements	\$ -	\$ -	\$ 713,000	\$ -	\$ -	
<b>TOTAL NON-RECURRING REVENUES</b>	<b>\$ 5,765,012</b>	<b>\$ 7,831,157</b>	<b>\$ 7,257,995</b>	<b>\$ 9,772,670</b>	<b>\$ 5,339,314</b>	<b>-45.36%</b>
<b><i>SURPLUS/(DEFICIT)</i></b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</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 attribute of budgets classified as Accommodated is that they are typically mandated expenditures for which the Town has little control over the cost. This year's budget includes the third year of the Town's plan to address its liability for Other Post Employment Benefits (OPEB) in accordance with the plan that was presented at Town Meeting in February of 2015. A new actuarial study for OPEB is in process and the funding plan will be reevaluated this summer. 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**

	<b>Budget FY 2014</b>	<b>Budget FY 2015</b>	<b>Budget FY 2016</b>	<b>Budget FY 2017</b>	<b>Projection FY 2018</b>	<b>% Increase</b>
Unemployment	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 100,000	-20.00%
Health Insurance	\$ 11,400,000	\$ 11,571,000	\$ 11,918,130	\$ 12,394,855	\$ 12,888,120	3.98%
F.I.C.A./Medex	\$ 803,653	\$ 896,132	\$ 994,707	\$ 1,068,633	\$ 1,093,599	2.34%
Retirement Contribution	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 1,256	-37.20%
General Town Insurance	\$ 700,000	\$ 750,000	\$ 825,000	\$ 906,000	\$ 905,000	-0.11%
Audit	\$ 65,000	\$ 65,000	\$ 65,000	\$ 65,000	\$ 65,000	0.00%
Waste Removal	\$ 1,721,000	\$ 1,736,000	\$ 1,748,800	\$ 1,733,000	\$ 1,728,000	-0.29%
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	\$ 35,000	-12.50%
Mosquito Control	\$ 39,639	\$ 40,431	\$ 41,236	\$ 42,061	\$ 42,061	0.00%
Debt Principal	\$ 3,946,363	\$ 3,857,946	\$ 4,060,683	\$ 4,308,575	\$ 4,481,627	4.02%
Debt Interest	\$ 1,903,852	\$ 2,011,200	\$ 1,866,212	\$ 1,870,347	\$ 1,813,145	-3.06%
Middlesex Retirement System	\$ 7,020,840	\$ 7,475,305	\$ 7,895,297	\$ 8,368,267	\$ 8,841,933	5.66%
Special Ed Tuition & Transportation	\$ 8,310,945	\$ 8,484,852	\$ 8,690,948	\$ 9,120,833	\$ 9,576,365	4.99%
Shawsheen Regional School	\$ 1,417,940	\$ 1,775,591	\$ 1,921,279	\$ 2,033,479	\$ 2,345,972	15.37%
Essex Regional School	\$ -	\$ -	\$ -	\$ 65,000	\$ 91,875	41.35%
B-Line Transportation	\$ 155,000	\$ 155,000	\$ 145,000	\$ 145,000	\$ 50,000	-65.52%
Other Post Employment Benefits T/	\$ -	\$ -	\$ 500,000	\$ 546,500	\$ 597,325	9.30%
Capital Improvements	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	0.00%
<b>Total</b>	<b>\$ 38,336,732</b>	<b>\$ 39,670,957</b>	<b>\$ 41,524,792</b>	<b>\$ 43,520,050</b>	<b>\$ 45,341,778</b>	<b>4.19%</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 3.34% which when combined with the proposed School Department operating budget increase of 3.85% results in a blended operating budget increase of 3.64% which meets the operating budget guideline of 3.75% as set by the Ways and Means Committee for fiscal year 2018. 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 Regional High School Assessments (Shawsheen & Essex) 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 3.85% for fiscal year 2018 which when combined with the Town's Operating Budget increase of 3.34% results in a blended Operating Budget increase of 3.64% which meets the Operating Budget Guideline of 3.75% as set by the Ways and Means Committee for fiscal year 2018. 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 2014	Budget FY 2015	Budget FY 2016	Budget FY 2017	Projection FY 2018	% Increase
Air Pollution Dist (C.676)	\$ 9,174	\$ 9,221	\$ 9,722	\$ 9,965	\$ 10,536	5.73%
RMV Non-renewal	\$ 14,880	\$ 15,440	\$ 15,440	\$ 15,440	\$ 16,100	4.27%
MBTA	\$ 523,257	\$ 535,537	\$ 545,277	\$ 550,697	\$ 556,612	1.07%
Metro Area Planning Council	\$ 7,911	\$ 12,583	\$ 12,598	\$ 12,913	\$ 13,198	2.21%
Tuition Assessments	\$ 47,399	\$ 93,299	\$ 73,938	\$ 89,937	\$ 110,624	23.00%
School Offsets **	\$ 138,057	\$ 131,886	\$ 125,100	\$ 144,650	\$ 164,000	13.38%
Public Libraries (C78,S19A) **	\$ 27,025	\$ 33,248	\$ 32,722	\$ 31,745	\$ 30,844	-2.84%
<b>Total</b>	<b>\$ 767,703</b>	<b>\$ 831,214</b>	<b>\$ 814,797</b>	<b>\$ 855,347</b>	<b>\$ 901,914</b>	<b>5.44%</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 2017. The Town annually provides for \$350,000 in the Public Works budget for this purpose; however it typically costs between \$700,000 and \$800,000. Due to the unpredictability of this budget from year to year it is common practice within the state to budget for Snow and Ice Removal in this manner.

#### Special Warrant Articles

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

### 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 2014	Budget FY 2015	Budget FY 2016	Budget FY 2017	Projection FY 2018
Previous Levy Limit	\$ 91,145,754	\$ 95,436,150	\$ 99,908,178	\$ 105,612,937	\$ 111,067,434
2.5% Limit	\$ 2,278,644	\$ 2,385,904	\$ 2,497,704	\$ 2,640,323	\$ 2,776,686
New Growth	\$ 2,011,752	\$ 2,086,124	\$ 3,207,055	\$ 2,814,173	\$ 1,500,000
Override	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Subtotal</b>	<b>\$ 95,436,150</b>	<b>\$ 99,908,178</b>	<b>\$ 105,612,937</b>	<b>\$ 111,067,433</b>	<b>\$ 115,344,120</b>
Exclusion Debt	\$ -	\$ -	\$ -	\$ -	\$ -
Exclusion - Capital Asset	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Tax Levy Limit</b>	<b>\$ 95,436,150</b>	<b>\$ 99,908,178</b>	<b>\$ 105,612,937</b>	<b>\$ 111,067,433</b>	<b>\$ 115,344,120</b>
Excess Capacity	\$ 3,281,767	\$ 4,289,869	\$ 6,213,650	\$ 8,203,885	\$ 8,366,029
<b>Property Taxes Levied</b>	<b>\$ 92,154,383</b>	<b>\$ 95,618,308</b>	<b>\$ 99,399,287</b>	<b>\$ 102,863,548</b>	<b>\$ 106,978,090</b>
% levy increase over prior year	3.96%	3.76%	3.95%	3.49%	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 FY2018 is currently budgeted at 4.0% which meets the Ways and Means guideline of not to exceed 4.0%.

#### Local Receipts

This category includes locally generated revenue other than real and personal property taxes and makes up approximately 12% of the Town’s recurring revenues. These amounts are budgeted based upon the prior year actual receipts, five year averages, and specific recommendations from department heads responsible for a particular revenue. These estimates are subject to the approval of the Department of Revenue. The past several years the Town has been able to utilize increases in local receipts provided by a robust local economy to offset increases to the tax levy. It is anticipated that it will be necessary for the Town to reduce its reliance on local receipts increases over the next several years. The following chart details the previous five years of budgeted local receipts. Please note that the local meals tax is currently budgeted at \$1.7 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

	Budget FY 2014	Budget FY 2015	Budget FY 2016	Budget FY 2017	Projection FY 2018
Motor Vehicle Excise	\$ 3,009,730	\$ 3,242,865	\$ 3,319,300	\$ 3,601,938	\$ 3,775,637
Hotel Excise	\$ 1,700,000	\$ 2,000,000	\$ 2,300,000	\$ 2,450,000	\$ 2,550,000
Local Meals Tax	\$ 1,300,000	\$ 1,300,000	\$ 1,475,000	\$ 1,625,000	\$ 1,700,000
Penalties & Interest (Tax & Excise)	\$ 320,000	\$ 320,000	\$ 300,000	\$ 320,000	\$ 400,000
In Lieu of Taxes (Recurring)	\$ -	\$ -	\$ -	\$ -	\$ -
In Lieu of Taxes (Limited)	\$ 520,000	\$ 520,000	\$ 520,000	\$ 520,000	\$ 520,000
Water User Charges	\$ 2,975,000	\$ 2,975,000	\$ 3,100,000	\$ 3,175,000	\$ 3,425,000
Ambulance User Charges	\$ 555,000	\$ 600,000	\$ 625,000	\$ 675,000	\$ 725,000
Rentals	\$ 400,000	\$ 400,000	\$ 425,000	\$ 325,000	\$ 375,000
Departmental Revenues	\$ 740,000	\$ 790,000	\$ 820,000	\$ 870,000	\$ 950,000
Licenses & Permits	\$ 900,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,050,000
Fines & Forfeits	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Investment Earnings	\$ 75,000	\$ 75,000	\$ 100,000	\$ 200,000	\$ 200,000
Medical Assistance Reimbursements	\$ 185,000	\$ 185,000	\$ 185,000	\$ 185,000	\$ 185,000
<b>TOTAL LOCAL RECEIPTS</b>	<b>\$ 12,704,730</b>	<b>\$ 13,432,865</b>	<b>\$ 14,194,300</b>	<b>\$ 14,971,938</b>	<b>\$ 15,880,637</b>

#### State Receipts (Cherry Sheet)

State Aid represents approximately 6.87% 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 FY 2014	Budget FY 2015	Budget FY 2016	Budget FY 2017	Projection FY 2018	% Increase
School Chapter 70	\$ 5,497,577	\$ 5,684,571	\$ 5,771,296	\$ 5,961,486	\$ 6,089,830	2.15%
Charter Tuition Assess Reimb	\$ 6,906	\$ 19,562	\$ 14,776	\$ 5,125	\$ 4,714	-8.02%
School Offset Programs **	\$ 138,057	\$ 131,886	\$ 125,100	\$ 144,650	\$ 164,000	13.38%
Subtotal Education	\$ 5,642,540	\$ 5,836,019	\$ 5,911,172	\$ 6,111,261	\$ 6,258,544	2.41%
Unrestricted General Govt Aid	\$ 2,267,423	\$ 2,330,303	\$ 2,414,194	\$ 2,518,004	\$ 2,616,206	3.90%
Veterans Benefits Reimbursed	\$ 88,490	\$ 73,440	\$ 81,084	\$ 79,888	\$ 79,458	-0.54%
Vets, Blind & Surviving Spouse (C59)	\$ 126,282	\$ 122,146	\$ 116,421	\$ 112,861	\$ 108,885	-3.52%
Public Libraries (C78,S19A) **	\$ 27,025	\$ 33,248	\$ 32,722	\$ 31,745	\$ 30,844	-2.84%
Subtotal General Government	\$ 2,509,220	\$ 2,559,137	\$ 2,644,421	\$ 2,742,498	\$ 2,835,393	3.39%
<b>TOTAL STATE RECEIPTS</b>	<b>\$ 8,151,760</b>	<b>\$ 8,395,156</b>	<b>\$ 8,555,593</b>	<b>\$ 8,853,759</b>	<b>\$ 9,093,937</b>	<b>2.71%</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. This is the final payment to be received on this project.

## 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 nine fiscal years. The FY2018 Projection specifies approximately \$3,600,000 of Free Cash to fund the capital plan and other recurring 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 2009	June 30 2010	June 30 2011	June 30 2012	June 30 2013	June 30 2014	June 30 2015	June 30 2016
\$ 3,299,406	\$ 4,874,096	\$ 7,177,180	\$ 7,461,250	\$ 9,021,382	\$ 9,162,834	\$ 9,774,949	\$ 11,250,328

### 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.....	\$ 350,000
Sewer Inflow Infiltration.....	\$ 117,915
School Revolving Fund.....	\$ 200,000
Chapter 90 Highway.....	\$ 1,100,000
Total.....	\$ 1,767,915

### 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:

	<b>Budget FY 2014</b>	<b>Budget FY 2015</b>	<b>Budget FY 2016</b>	<b>Budget FY 2017</b>	<b>Projection FY 2018</b>
Overlay Surplus	\$ -	\$ -	\$ 713,000	\$ -	\$ -

# **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 FY2018.

	TOTAL EXPENDED 2015	TOTAL EXPENDED 2016	TOTAL RAISED 2017	DEPT REQUEST 2018	SUPER- VISORY 2018	W&M APPROVED 2018	% CHANGE
<b>TOWN MEETING &amp; REPORTS (Lines 1-2)</b>							
1- Salaries - Part Time	\$2,355	\$3,796	\$3,333	\$3,333	\$3,333	\$3,333	
2- Expenses - Cont. Services	\$12,380	\$13,701	\$12,575	\$12,575	\$12,575	\$12,575	
<b>TOTAL</b>	<b>\$14,735</b>	<b>\$17,497</b>	<b>\$15,908</b>	<b>\$15,908</b>	<b>\$15,908</b>	<b>\$15,908</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.

### Staffing

(1) Town Moderator, (Elected to 1-year term)

	TOTAL EXPENDED 2015	TOTAL EXPENDED 2016	TOTAL RAISED 2017	DEPT REQUEST 2018	SUPER- VISORY 2018	W&M APPROVED 2018	% CHANGE
<b>TOWN MODERATOR (Lines 3-4)</b>							
3- Salaries- Elected/Appointed	\$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 FY2018.

	TOTAL EXPENDED 2015	TOTAL EXPENDED 2016	TOTAL RAISED 2017	DEPT REQUEST 2018	SUPER- VISORY 2018	W&M APPROVED 2018	% CHANGE
<b>WAYS AND MEANS (Lines 5-6)</b>							
5- Salaries - Part Time	\$2,539	\$2,847	\$3,756	\$3,756	\$3,756	\$3,756	
6- Expenses - Mat. & Supplies	\$0	\$273	\$273	\$273	\$273	\$273	
<b>TOTAL</b>	<b>\$2,539</b>	<b>\$3,120</b>	<b>\$4,029</b>	<b>\$4,029</b>	<b>\$4,029</b>	<b>\$4,029</b>	<b>0.00%</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 FY2018.

	TOTAL EXPENDED 2015	TOTAL EXPENDED 2016	TOTAL RAISED 2017	DEPT REQUEST 2018	SUPER- VISORY 2018	W&M APPROVED 2018	% CHANGE
<b>CAPITAL BUDGET COMMITTEE (Lines 7-8)</b>							
7- Salaries - Part Time	\$314	\$567	\$838	\$838	\$838	\$838	
8- Expenses -Mat. & Supplies	\$0	\$0	\$0	\$0	\$0	\$0	
<b>TOTAL</b>	<b>\$314</b>	<b>\$567</b>	<b>\$838</b>	<b>\$838</b>	<b>\$838</b>	<b>\$838</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, 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, (3) Administrative Assistant I

### Budget Issues

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

	TOTAL EXPENDED 2015	TOTAL EXPENDED 2016	TOTAL RAISED 2017	DEPT REQUEST 2018	SUPER- VISORY 2018	W&M APPROVED 2018	% CHANGE
<b>TOWN ADMINISTRATOR/SELECTMEN (Lines 9-11)</b>							
<b>Salaries</b>							
Full Time	\$484,924	\$453,531	\$511,093	\$515,848	\$515,848	\$515,848	
Elected/Appointed	\$3,000	\$4,000	\$5,500	\$5,500	\$5,500	\$5,500	
Part Time	\$3,897	\$3,388	\$2,917	\$2,916	\$2,916	\$2,916	
Overtime	\$0	\$123	\$500	\$500	\$500	\$500	
<b>9- Total Salaries</b>	<b>\$491,821</b>	<b>\$461,042</b>	<b>\$520,010</b>	<b>\$524,764</b>	<b>\$524,764</b>	<b>\$524,764</b>	
<b>Expenses</b>							
Materials & Supplies	\$0	\$0	\$0	\$0	\$0	\$0	
Contracted Services	\$93	\$0	\$1,000	\$1,000	\$1,000	\$1,000	
M.E.L.T.	\$10,964	\$10,668	\$11,500	\$11,700	\$11,500	\$11,500	
<b>10- Total Expenses</b>	<b>\$11,057</b>	<b>\$10,668</b>	<b>\$12,500</b>	<b>\$12,700</b>	<b>\$12,500</b>	<b>\$12,500</b>	
<b>Special Accounts</b>							
Miscellaneous Expenses	\$17,408	\$17,173	\$17,500	\$17,500	\$17,500	\$17,500	
<b>11- Total Special Accounts</b>	<b>\$17,408</b>	<b>\$17,173</b>	<b>\$17,500</b>	<b>\$17,500</b>	<b>\$17,500</b>	<b>\$17,500</b>	
<b>TOTAL</b>	<b>\$520,286</b>	<b>\$488,883</b>	<b>\$550,010</b>	<b>\$554,964</b>	<b>\$554,764</b>	<b>\$554,764</b>	<b>0.86%</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.

The Accounting Department prepared, for the second time, a Comprehensive Annual Financial Report (CAFR), for the year ended June 30, 2016. This report took the place of the basic financial statement report issued in prior years. The issuance of a CAFR had been a long-term goal of the department. In addition, the department continues to make annual improvements to the budget document with a goal of providing decision makers with superior information for their deliberations.

### Staffing

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

### Budget Issues

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

	TOTAL EXPENDED 2015	TOTAL EXPENDED 2016	TOTAL RAISED 2017	DEPT REQUEST 2018	SUPER- VISORY 2018	W&M APPROVED 2018	% CHANGE
<b>ACCOUNTING (Lines 12-13)</b>							
<b>Salaries</b>							
Full Time	\$270,840	\$277,264	\$301,994	\$309,820	\$309,820	\$309,820	
Part Time	\$30,345	\$31,297	\$31,984	\$33,032	\$33,032	\$33,032	
<b>12- Total Salaries</b>	<b>\$301,184</b>	<b>\$308,561</b>	<b>\$333,978</b>	<b>\$342,852</b>	<b>\$342,852</b>	<b>\$342,852</b>	
<b>Expenses</b>							
Materials & Supplies	\$607	\$321	\$425	\$425	\$425	\$425	
M.E.L.T.	\$2,740	\$3,802	\$4,350	\$4,866	\$4,866	\$4,866	
<b>13- Total Expenses</b>	<b>\$3,347</b>	<b>\$4,123</b>	<b>\$4,775</b>	<b>\$5,291</b>	<b>\$5,291</b>	<b>\$5,291</b>	
<b>TOTAL</b>	<b>\$304,531</b>	<b>\$312,684</b>	<b>\$338,753</b>	<b>\$348,143</b>	<b>\$348,143</b>	<b>\$348,143</b>	<b>2.77%</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.

Annually mails a Form of List to business owners, and analyzes the data returned 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.

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 on the Town's website.

### Staffing

(1) Department Head, (1) Administrative Assistant II, (2) Administrative Assistant I

### Budget Issues

This budget is presented at level service for FY2018.

	TOTAL EXPENDED 2015	TOTAL EXPENDED 2016	TOTAL RAISED 2017	DEPT REQUEST 2018	SUPER- VISORY 2018	W&M APPROVED 2018	% CHANGE
<b>ASSESSORS (Lines 14-15)</b>							
<b>Salaries</b>							
Full Time	\$263,655	\$249,129	\$268,719	\$279,858	\$279,858	\$279,858	
Elected/Appointed	\$2,600	\$2,600	\$2,600	\$2,600	\$2,600	\$2,600	
<b>14- Total Salaries</b>	<b>\$266,255</b>	<b>\$251,729</b>	<b>\$271,319</b>	<b>\$282,458</b>	<b>\$282,458</b>	<b>\$282,458</b>	
<b>Expenses</b>							
Materials & Supplies	\$2,412	\$2,133	\$3,100	\$3,100	\$3,100	\$3,100	
Contracted Services	\$70,872	\$101,160	\$103,800	\$106,000	\$106,000	\$106,000	
Capital Outlay	\$0	\$0	\$1,500	\$1,500	\$1,500	\$1,500	
M.E.L.T.	\$3,572	\$6,302	\$6,990	\$6,990	\$6,990	\$6,990	
<b>15- Total Expenses</b>	<b>\$76,856</b>	<b>\$109,595</b>	<b>\$115,390</b>	<b>\$117,590</b>	<b>\$117,590</b>	<b>\$117,590</b>	
<b>TOTAL</b>	<b>\$343,111</b>	<b>\$361,324</b>	<b>\$386,709</b>	<b>\$400,048</b>	<b>\$400,048</b>	<b>\$400,048</b>	<b>3.45%</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) Assistant Treasurer, (1) Benefits Administrator, (1) Payroll Administrator, (1) Benefits Specialist, (3) Administrative Assistant I, (2) Part-Time Office Assistant (30 hours, 20 hours)

### Budget Issues

This budget is presented at level service for FY2018.

	TOTAL EXPENDED 2015	TOTAL EXPENDED 2016	TOTAL RAISED 2017	DEPT REQUEST 2018	SUPER- VISORY 2018	W&M APPROVED 2018	% CHANGE
<b>TREASURER/COLLECTOR (Lines 16-18)</b>							
<b>Salaries</b>							
Full Time	\$439,005	\$439,639	\$449,390	\$470,069	\$470,069	\$470,069	
Elected/Appointed	\$118,077	\$120,527	\$124,361	\$124,356	\$124,356	\$124,356	
Overtime	\$2,536	\$4,743	\$2,000	\$2,000	\$2,000	\$2,000	
Part Time	\$61,560	\$66,012	\$70,440	\$56,967	\$56,967	\$56,967	
<b>16- Total Salaries</b>	<b>\$621,178</b>	<b>\$630,922</b>	<b>\$646,191</b>	<b>\$653,392</b>	<b>\$653,392</b>	<b>\$653,392</b>	
<b>Expenses</b>							
Materials & Supplies	\$17,992	\$19,153	\$18,480	\$19,300	\$19,300	\$19,300	
Contracted Services	\$1,644	\$1,016	\$1,025	\$200	\$200	\$200	
Capital Outlay	\$0	\$0	\$180	\$200	\$200	\$200	
M.E.L.T.	\$2,455	\$2,504	\$3,288	\$3,823	\$3,823	\$3,823	
<b>17- Total Expenses</b>	<b>\$22,091</b>	<b>\$22,672</b>	<b>\$22,973</b>	<b>\$23,523</b>	<b>\$23,523</b>	<b>\$23,523</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>\$643,269</b>	<b>\$653,594</b>	<b>\$669,264</b>	<b>\$677,015</b>	<b>\$677,015</b>	<b>\$677,015</b>	<b>1.16%</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. The Town has worked very closely with employee unions to monitor trends in health claims and review plan design changes to keep the cost increases to the program at a modest level with some success over the past several years. Past performance is no guarantee of future success and we will continue to work diligently in tandem with our employees to contain costs wherever possible. This budget line item will require a 3.98% increase for FY2018.

Transfer to Other Post-Employment Benefits (OPEB) Trust Fund – This is the third year of providing funding within the operating budget to offset the Town's OPEB liability. The increase is reflected by the funding plan adopted in fiscal year 2016. The biannual update to the Town's actuarial plan is scheduled for the spring of 2017 at which time, the current funding plan will be evaluated for any necessary adjustments.

	TOTAL EXPENDED 2015	TOTAL EXPENDED 2016	TOTAL RAISED 2017	DEPT REQUEST 2018	SUPER- VISORY 2018	W&M APPROVED 2018	% CHANGE
<b>CENTRAL ADMINISTRATION (Lines 19-28)</b>							
19- Central Supply	\$113,227	\$110,000	\$110,000	\$110,000	\$110,000	\$110,000	
20- Central Machines	\$22,431	\$25,657	\$25,658	\$25,658	\$25,658	\$25,658	
21- Chapter 32B - Health Ins (AA)	\$10,997,697	\$11,357,027	\$12,394,855	\$12,888,120	\$12,888,120	\$12,888,120	
22- Transfer to OPEB Fund	\$0	\$500,000	\$546,500	\$597,325	\$597,325	\$597,325	
23- Unemployment Comp (AA)	\$121,847	\$47,096	\$125,000	\$125,000	\$100,000	\$100,000	
24- Pension Reimbursement (AA)	\$702	\$1,958	\$2,000	\$1,256	\$1,256	\$1,256	
25- Town Insurance (AA)	\$751,492	\$821,135	\$906,000	\$905,000	\$905,000	\$905,000	
26- Financial Audit (AA)	\$44,000	\$61,580	\$65,000	\$65,000	\$65,000	\$65,000	
27- Medicare Tax (AA)	\$887,196	\$918,492	\$1,068,633	\$1,093,599	\$1,093,599	\$1,093,599	
28- 4th of July/Town Event	\$0	\$0	\$0	\$0	\$0	\$0	
<b>TOTAL</b>	<b>\$12,938,593</b>	<b>\$13,842,945</b>	<b>\$15,243,646</b>	<b>\$15,810,958</b>	<b>\$15,785,958</b>	<b>\$15,785,958</b>	<b>3.56%</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 2015	TOTAL EXPENDED 2016	TOTAL RAISED 2017	DEPT REQUEST 2018	SUPER- VISORY 2018	W&M APPROVED 2018	% CHANGE
<b>LEGAL (Line 29)</b>							
<b>Expenses</b>							
Legal Fees	\$140,625	\$119,156	\$125,000	\$125,000	\$125,000	\$125,000	
Collective Bargaining	\$25,861	\$10,105	\$72,000	\$72,000	\$72,000	\$72,000	
Tax Title	\$2,921	\$3,668	\$3,500	\$3,500	\$3,500	\$3,500	
Cable TV Negotiations	\$0	\$55	\$1,500	\$1,500	\$1,500	\$1,500	
29- Total Expenses	\$169,407	\$132,984	\$202,000	\$202,000	\$202,000	\$202,000	
<b>TOTAL</b>	<b>\$169,407</b>	<b>\$132,984</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, as well as organization and employee development.

Examples of the Human Resources Department's responsibilities include:

- Monitors, reviews, and interprets current personnel policies, job classifications, salary structures, and collective bargaining agreements.
- Oversees personnel records and data for all employees, and maintains a complete file for each employee.
- Plans and coordinates recruitment and selection procedures for exempt and non-exempt employees including: Preparation and placement of recruitment announcements and advertising; recommendation of appropriate recruitment process; assisting department heads and school administrators with screening of applications and identification of most highly qualified candidates; and assisting departments in developing interviews and other selection procedures, and performance of reference/background checks.
- Provides support in the administration of the municipality's and school department's classification and pay plans including: Making recommendations on reclassification of existing positions; assisting in the conducting of classification studies; assisting in the conducting of salary surveys to evaluate positions and make recommendations on salary schedules in preparation for collective bargaining, and to ensure the municipality and school department is paying market-competitive wages and offering benefits comparable to other geographic communities similar in demographics.
- Coordinates workers compensation claims.
- Maintains personnel policies and procedures, ensuring consistent interpretation and application to collective bargaining agreements, and local, state and federal laws. Ensures the Town and School Department employment practices are in accordance with all applicable state and federal requirements.
- Assists in the preparation of civil service correspondence and forms in accordance with Chapter 31 of the General Laws of the Commonwealth of Massachusetts.
- Assists municipal and school management teams in the annual renewal of the Town's health insurance and dental plans; discusses premium increases, plan design changes and records minutes of meetings with the Insurance Advisory Committee.
- Coordinates in-house training sessions for staff as necessary, and assists with selecting appropriate external training opportunities. Assists and participates in annual new teacher orientation.
- Acts as a liaison with the Employee Assistance Program.
- Assists in the administration, as appropriate, of collective bargaining agreements and preparing recommendations for the Town Administrator and Superintendent of Schools prior to commencement of negotiations. Assists with negotiations where appropriate. Involvement with grievance hearings and arbitrations as necessary.
- Serves as the information resource for town and school personnel in the areas of personnel policies, hiring practices, dispute resolution and employee assistance. Meets, as appropriate, with employees to discuss individual job-related issues.
- Promotes Equal Opportunity Employment (EEO) and diversity in the workplace as well as the prevention of sexual harassment, discrimination and claims of hostile work environment. Oversees the preparation of the Affirmative Action Report, EEO-4 Report, and other required workforce documents.

## Staffing

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

## Budget Issues

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

	TOTAL EXPENDED 2015	TOTAL EXPENDED 2016	TOTAL RAISED 2017	DEPT REQUEST 2018	SUPER- VISORY 2018	W&M APPROVED 2018	% CHANGE
<b>HUMAN RESOURCES (Lines 30-32)</b>							
<b>Salaries</b>							
Full Time	\$108,796	\$113,734	\$118,187	\$119,797	\$119,797	\$119,797	
<b>30- Total Salaries</b>	<b>\$108,796</b>	<b>\$113,734</b>	<b>\$118,187</b>	<b>\$119,797</b>	<b>\$119,797</b>	<b>\$119,797</b>	
<b>Expenses</b>							
Materials & Supplies	\$337	\$1,151	\$1,250	\$1,250	\$1,250	\$1,250	
Contracted Services	\$0	\$458	\$450	\$450	\$450	\$450	
M.E.L.T.	\$1,277	\$2,273	\$2,550	\$2,720	\$2,550	\$2,550	
<b>31- Total Expenses</b>	<b>\$1,613</b>	<b>\$3,882</b>	<b>\$4,250</b>	<b>\$4,420</b>	<b>\$4,250</b>	<b>\$4,250</b>	
<b>Special Accounts</b>							
Employee Computer Training	(\$18)	\$777	\$4,000	\$4,000	\$4,000	\$4,000	
BMEA/Education	\$0	\$2,924	\$5,000	\$5,000	\$5,000	\$5,000	
Recruitment/Retention	\$5,124	\$5,465	\$5,500	\$5,500	\$5,500	\$5,500	
<b>32- Total Special Accounts</b>	<b>\$5,106</b>	<b>\$9,166</b>	<b>\$14,500</b>	<b>\$14,500</b>	<b>\$14,500</b>	<b>\$14,500</b>	
<b>TOTAL</b>	<b>\$115,515</b>	<b>\$126,782</b>	<b>\$136,937</b>	<b>\$138,717</b>	<b>\$138,547</b>	<b>\$138,547</b>	<b>1.18%</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 2015	TOTAL EXPENDED 2016	TOTAL RAISED 2017	DEPT REQUEST 2018	SUPER- VISORY 2018	W&M APPROVED 2018	% CHANGE
<b>MANAGEMENT INFO. SYSTEMS (Lines 33-34)</b>							
<b>Salaries</b>							
Full Time	\$291,254	\$317,618	\$321,432	\$322,619	\$322,619	\$322,619	
<b>33- Total Salaries</b>	<b>\$291,254</b>	<b>\$317,618</b>	<b>\$321,432</b>	<b>\$322,619</b>	<b>\$322,619</b>	<b>\$322,619</b>	
<b>Expenses</b>							
Materials & Supplies	\$4,935	\$2,281	\$1,000	\$1,000	\$1,000	\$1,000	
Contracted Services	\$147,524	\$143,148	\$159,220	\$161,750	\$161,750	\$161,750	
Capital Outlay	\$80,650	\$86,178	\$85,500	\$85,500	\$85,500	\$85,500	
<b>34- Total Expenses</b>	<b>\$233,108</b>	<b>\$231,608</b>	<b>\$245,720</b>	<b>\$248,250</b>	<b>\$248,250</b>	<b>\$248,250</b>	
<b>TOTAL</b>	<b>\$524,362</b>	<b>\$549,226</b>	<b>\$567,152</b>	<b>\$570,869</b>	<b>\$570,869</b>	<b>\$570,869</b>	<b>0.66%</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 II, (1) Administrative Assistant I, (1) Part-Time Department Administrative Assistant (19 hours)

	TOTAL EXPENDED 2015	TOTAL EXPENDED 2016	TOTAL RAISED 2017	DEPT REQUEST 2018	SUPER- VISORY 2018	W&M APPROVED 2018	% CHANGE
<b>TOWN CLERK (Lines 35-37)</b>							
<b>Salaries</b>							
Full Time	\$157,993	\$163,833	\$176,626	\$183,893	\$183,893	\$183,893	
Elected/Appointed	\$96,777	\$99,985	\$107,615	\$84,683	\$84,683	\$84,683	
Part Time	\$0	\$0	\$0	\$23,714	\$23,714	\$23,714	
<b>35- Total Salaries</b>	<b>\$254,770</b>	<b>\$263,818</b>	<b>\$284,241</b>	<b>\$292,290</b>	<b>\$292,290</b>	<b>\$292,290</b>	
<b>Expenses</b>							
Materials & Supplies	\$1,642	\$2,544	\$2,500	\$2,500	\$2,500	\$2,500	
Contracted Services	\$9,373	\$11,523	\$10,950	\$11,000	\$11,000	\$11,000	
Capital Outlay	\$1,837	\$798	\$1,200	\$1,200	\$1,200	\$1,200	
M.E.L.T.	\$2,870	\$2,576	\$3,100	\$3,500	\$3,500	\$3,500	
<b>36- Total Expenses</b>	<b>\$15,722</b>	<b>\$17,440</b>	<b>\$17,750</b>	<b>\$18,200</b>	<b>\$18,200</b>	<b>\$18,200</b>	
<b>Special Accounts</b>							
Elections	\$49,518	\$39,430	\$67,405	\$24,640	\$24,640	\$24,640	
<b>37- Total Special Accounts</b>	<b>\$49,518</b>	<b>\$39,430</b>	<b>\$67,405</b>	<b>\$24,640</b>	<b>\$24,640</b>	<b>\$24,640</b>	
<b>TOTAL</b>	<b>\$320,010</b>	<b>\$320,688</b>	<b>\$369,396</b>	<b>\$335,130</b>	<b>\$335,130</b>	<b>\$335,130</b>	<b>-9.28%</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 and conducts recounts of contested election races.

## Staffing

(3) Appointed Board Member, (1) Ex Officio Member (Town Clerk)

	TOTAL EXPENDED 2015	TOTAL EXPENDED 2016	TOTAL RAISED 2017	DEPT REQUEST 2018	SUPER- VISORY 2018	W&M APPROVED 2018	% CHANGE
<b>REGISTRARS OF VOTERS (Lines 38-39)</b>							
<b>Salaries</b>							
Elected/Appointed	\$1,150	\$1,000	\$1,150	\$1,200	\$1,200	\$1,200	
<b>38- Total Salaries</b>	<b>\$1,150</b>	<b>\$1,000</b>	<b>\$1,150</b>	<b>\$1,200</b>	<b>\$1,200</b>	<b>\$1,200</b>	
<b>Expenses</b>							
Materials & Supplies	\$768	\$890	\$900	\$900	\$900	\$900	
Contracted Services	\$6,019	\$5,139	\$6,310	\$6,100	\$6,100	\$6,100	
<b>39- Total Expenses</b>	<b>\$6,788</b>	<b>\$6,029</b>	<b>\$7,210</b>	<b>\$7,000</b>	<b>\$7,000</b>	<b>\$7,000</b>	
<b>TOTAL</b>	<b>\$7,938</b>	<b>\$7,029</b>	<b>\$8,360</b>	<b>\$8,200</b>	<b>\$8,200</b>	<b>\$8,200</b>	<b>-1.91%</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) Conservation Administrator (Department Head), (1) Assistant Conservation Administrator, (1) Administrative Assistant I, (1) Part-Time Recording Clerk, (2) Part-Time Stormwater Interns, (1) Part-Time Land Management Intern and (3-4) Seasonal Stream Cleaners

## Budget Issues

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

	TOTAL EXPENDED 2015	TOTAL EXPENDED 2016	TOTAL RAISED 2017	DEPT REQUEST 2018	SUPER- VISORY 2018	W&M APPROVED 2018	% CHANGE
<b>CONSERVATION (Lines 40-42)</b>							
<b>Salaries</b>							
Full Time	\$188,072	\$179,091	\$192,532	\$196,796	\$196,796	\$196,796	
Part Time	\$1,190	\$2,251	\$15,114	\$15,132	\$15,132	\$15,132	
<b>40- Total Salaries</b>	<b>\$189,262</b>	<b>\$181,341</b>	<b>\$207,646</b>	<b>\$211,928</b>	<b>\$211,928</b>	<b>\$211,928</b>	
<b>Expenses</b>							
Materials & Supplies	\$529	\$639	\$5,700	\$5,700	\$5,700	\$5,700	
Contracted Services	\$0	\$0	\$0	\$15,400	\$0	\$0	
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0	
M.E.L.T.	\$2,376	\$2,679	\$2,770	\$2,800	\$2,770	\$2,770	
<b>41- Total Expenses</b>	<b>\$2,905</b>	<b>\$3,318</b>	<b>\$8,470</b>	<b>\$23,900</b>	<b>\$8,470</b>	<b>\$8,470</b>	
<b>Special Accounts</b>							
Land Management/Legal Ads	\$3,969	\$2,259	\$7,800	\$7,800	\$7,800	\$7,800	
Stream Cleaning	\$8,992	\$11,741	\$10,000	\$11,000	\$11,000	\$11,000	
<b>42- Total Special Accounts</b>	<b>\$12,961</b>	<b>\$14,000</b>	<b>\$17,800</b>	<b>\$18,800</b>	<b>\$18,800</b>	<b>\$18,800</b>	
<b>TOTAL</b>	<b>\$205,128</b>	<b>\$198,659</b>	<b>\$233,916</b>	<b>\$254,628</b>	<b>\$239,198</b>	<b>\$239,198</b>	<b>2.26%</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. Day-to-day responsibilities include; planning, permit coordination, economic development, consensus building, GIS data management, addressing citizen inquiries and concerns, monitoring construction activity, and conducting research to provide the Planning Board with background information.

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

Comprehensive master planning is mandated under MGL Chapter 41 Section 81-D. The planning department is required to undertake planning studies, and research to identify existing and future land use issues and opportunities, as well as, monitors innovative state and national planning initiatives and applicable case law. The department proposes courses of action to address such issues and opportunities to guide the comprehensive master planning process. The department initiates the implementation of master plan recommendations by such courses of action as the drafting of bylaw and regulation revisions, facilitating public

forums and hearings, required for adoption of such amendments. The department also has assisted many town committees over the years such as the Land Use Committee and the Route 3A subcommittee.

#### Staffing

(1) Planning Director (Department Head), (1) Senior Planner, (1) Assistant Planner, (1) Administrative Assistant I

#### 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. We look forward to the efforts begun with the Town Clerk to organizing electronic filing and hope to introduce in the future integration our land records and geographic information system with other relevant Town Records.

	TOTAL EXPENDED 2015	TOTAL EXPENDED 2016	TOTAL RAISED 2017	DEPT REQUEST 2018	SUPER- VISORY 2018	W&M APPROVED 2018	% CHANGE
<b>PLANNING BOARD (Lines 43-44)</b>							
<b>Salaries</b>							
Full Time	\$252,073	\$242,248	\$267,411	\$275,997	\$275,997	\$275,997	
Elected/Appointed	\$4,400	\$3,960	\$4,400	\$4,400	\$4,400	\$4,400	
Overtime	\$0	\$0	\$775	\$775	\$775	\$775	
Part Time	\$4,060	\$4,105	\$4,359	\$4,364	\$4,364	\$4,364	
<b>43- Total Salaries</b>	<b>\$260,533</b>	<b>\$250,313</b>	<b>\$276,945</b>	<b>\$285,536</b>	<b>\$285,536</b>	<b>\$285,536</b>	
<b>Expenses</b>							
Materials & Supplies	\$1,536	\$1,686	\$1,700	\$1,700	\$1,700	\$1,700	
Contracted Services	\$7,530	\$8,814	\$18,120	\$18,120	\$18,120	\$18,120	
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0	
M.E.L.T.	\$7,399	\$6,016	\$9,016	\$9,016	\$9,016	\$9,016	
<b>44- Total Expenses</b>	<b>\$16,465</b>	<b>\$16,516</b>	<b>\$28,836</b>	<b>\$28,836</b>	<b>\$28,836</b>	<b>\$28,836</b>	
<b>TOTAL</b>	<b>\$276,998</b>	<b>\$266,829</b>	<b>\$305,781</b>	<b>\$314,372</b>	<b>\$314,372</b>	<b>\$314,372</b>	<b>2.81%</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

A change in department procedure in fiscal year 2016 shifted the responsibility of advertising and certified mailing costs to applicants, which has eliminated the need to fund the Special Accounts line item. Increase in salaries is for additional hours for recording clerk anticipated in fiscal year 2018 related to 40B applications.

	TOTAL EXPENDED 2015	TOTAL EXPENDED 2016	TOTAL RAISED 2017	DEPT REQUEST 2018	SUPER- VISORY 2018	W&M APPROVED 2018	% CHANGE
<b>BOARD OF APPEALS (Lines 45-47)</b>							
45- Salaries - Part Time	\$12,075	\$17,549	\$12,363	\$12,981	\$12,981	\$13,481	
46- Expenses - Mat & Supplies	\$236	\$228	\$250	\$250	\$250	\$250	
47- Spec. Accts - Ads & Postage	\$1,545	\$196	\$500	\$500	\$500	\$0	
<b>TOTAL</b>	<b>\$13,857</b>	<b>\$17,973</b>	<b>\$13,113</b>	<b>\$13,731</b>	<b>\$13,731</b>	<b>\$13,731</b>	<b>4.71%</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 a component of the Public Works budget.

The budget presented below includes library building occupancy, as this reclassification results in an indirect cost savings. Although building occupancy is being presented in the Town Facilities budget, Ways and Means continues 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 2015	TOTAL EXPENDED 2016	TOTAL RAISED 2017	DEPT REQUEST 2018	SUPER- VISORY 2018	W&M APPROVED 2018	% CHANGE
<b>TOWN FACILITIES (Line 48)</b>							
Expenses							
Occupancy	\$101,237	\$118,413	\$111,202	\$110,299	\$110,299	\$110,299	
48- Total Expenses	<b>\$101,237</b>	<b>\$118,413</b>	<b>\$111,202</b>	<b>\$110,299</b>	<b>\$110,299</b>	<b>\$110,299</b>	
<b>TOTAL</b>	<b>\$101,237</b>	<b>\$118,413</b>	<b>\$111,202</b>	<b>\$110,299</b>	<b>\$110,299</b>	<b>\$110,299</b>	<b>-0.81%</b>

## DEPT 210 – POLICE

### OVERVIEW

The Police Department's budget request for FY 2018 is \$8,118,500.00. This represents an overall increase of 2.34%, which is below the guidelines for this fiscal year. The budget focuses on personnel while trying to maintain the services that residents have come to expect.

### BUDGET DETAILS

#### Full-time Salaries

Full-time salaries will increase by 2.67%.

The patrol and command contracts are currently expired.

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 66 full-time officers. This additional position is only funded for an initial six months under this budget.

#### **Overtime Salaries**

Overtime will be level funded this year.

#### **Traffic Supervisor Salaries**

This account increases by 4.57% due to contractual increases.

#### **Animal Control Officer Salary**

This account increases by 4.87% due to contractual increases.

#### **Salaries Summary**

Overall, salaries will increase by 2.53% in FY2018.

### **EXPENSES**

#### **Materials and Supplies**

This account will be level funded. A requested increase of \$5,000.00 to fund Use of Force Training and Leadership Training material was denied at the supervisory review level.

#### **Occupancy**

This account will decrease by 0.19% due to a slight reduction in Natural Gas.

#### **Capital Outlay**

This account will be level funded for the third straight year. The Firearms, Radios, Ballistic Vests line was increased by \$10,000.00 and the TPF Equipment line was increased by \$2,000.00. These increases are needed due to level funding in past years despite costs increases. This money is accounted for by a reallocation of funds within the account.

#### **Contracted Services**

This account will be level funded. A requested increase of \$5,646.00 to cover the cost of increases in related I.T. contracts was denied at the supervisory review level.

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

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

### **SPECIAL ACCOUNTS**

This account will increase by 2.26% in FY18. The largest increase in this category is Medical (111F), which was increased \$5,000.00. We have found that this line item is underfunded and does not sufficiently cover the medical cost of on-duty injuries of officers. Clothing has contractual increases which are reflected in Special Accounts. A requested increase of \$2,000.00 for Training and a requested increase of \$3,500.00 in Gasoline were both cut at the supervisory review level.

### **CONCLUSION**

At an overall increase of 2.34%, this budget falls within guidelines. This is an underfunded budget. Of the 2.34% overall increase, only .08 goes to increases in expenses. This underfunding is compounded by last year's budget in which only .04 of the overall budget increase went towards these expenses. Despite this lack of budgetary funding, these expenses have continued to markedly rise annually.

The dramatic changes in policing over the past five years have brought significant increases in costs. The department is reaching a critical point with regard to future budgets. Unless expenses are funded at a more appropriate level, we may be forced to look at restructuring how we manage and prioritize our underfunded expenses. We cannot continue to sustain a basically zero growth budget regarding expenses.

Prepared by Chief Michael R. Kent

	TOTAL EXPENDED 2015	TOTAL EXPENDED 2016	TOTAL RAISED 2017	DEPT REQUEST 2018	SUPER- VISORY 2018	W&M APPROVED 2018	% CHANGE
<b>POLICE DEPARTMENT (Lines 49-51)</b>							
<b>Salaries</b>							
Full Time	\$5,744,934	\$5,991,605	\$6,232,337	\$6,426,075	\$6,398,852	\$6,398,852	
Overtime	\$779,345	\$608,609	\$586,100	\$586,100	\$586,100	\$586,100	
Part Time	\$109,459	\$100,713	\$270,640	\$283,217	\$283,217	\$283,217	
<b>49- Total Salaries</b>	<b>\$6,633,739</b>	<b>\$6,700,926</b>	<b>\$7,089,077</b>	<b>\$7,295,392</b>	<b>\$7,268,169</b>	<b>\$7,268,169</b>	
<b>Expenses</b>							
Materials & Supplies	\$62,310	\$66,599	\$65,988	\$71,000	\$65,988	\$65,988	
Contracted Services	\$118,584	\$127,860	\$118,600	\$124,246	\$118,600	\$118,600	
Occupancy	\$155,182	\$139,491	\$158,653	\$158,346	\$158,346	\$158,346	
Capital Outlay	\$180,943	\$207,409	\$208,432	\$208,432	\$208,432	\$208,432	
M.E.L.T.	\$3,325	\$10,811	\$3,325	\$3,325	\$3,325	\$3,325	
<b>50- Total Expenses</b>	<b>\$520,343</b>	<b>\$552,170</b>	<b>\$554,998</b>	<b>\$565,349</b>	<b>\$554,691</b>	<b>\$554,691</b>	
<b>Special Accounts</b>							
Clothing Officers/Traffic Sup.	\$43,719	\$40,223	\$42,600	\$44,140	\$44,140	\$44,140	
Training/Education	\$92,000	\$113,612	\$110,000	\$112,000	\$110,000	\$110,000	
NEMLEC	\$6,500	\$6,075	\$6,500	\$6,500	\$6,500	\$6,500	
Medical (111-F)	\$23,723	\$50,947	\$35,000	\$40,000	\$40,000	\$40,000	
Dead Animal Disposal	\$673	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	
Gasoline	\$107,721	\$77,492	\$94,000	\$97,500	\$94,000	\$94,000	
Retirement Buyback	\$0	\$0	\$0	\$0	\$0	\$0	
<b>51- Total Special Accounts</b>	<b>\$274,337</b>	<b>\$289,350</b>	<b>\$289,100</b>	<b>\$301,140</b>	<b>\$295,640</b>	<b>\$295,640</b>	
<b>TOTAL</b>	<b>\$7,428,419</b>	<b>\$7,542,446</b>	<b>\$7,933,175</b>	<b>\$8,161,881</b>	<b>\$8,118,500</b>	<b>\$8,118,500</b>	<b>2.34%</b>

## DEPT 220 – FIRE

### Description of Services

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

The FD provides code and regulation enforcement of local, state and federal statutes, regulations, and bylaws pertaining to fire safety. We inspect commercial properties and participate in quarterly inspections in all hotels, schools, and health care facilities. The FD works and trains with other municipal public safety departments such as DPW, BOH, Building Dept., and PD 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 fluids when required.

We train members of the public in CPR, conduct BP clinics, fire safety education to all ages, and engage in special programs such as providing smoke and CO detectors to seniors when funding is available. We consult with commercial property managers regarding fire drills and emergency planning. The FD maintains the municipal fire alarm system, emergency radio communications system, and computerized state and federal fire incident reporting system. We operate a fire and emergency medical dispatch center 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 all fires and their causes; assist in extricating trapped victims from confined spaces, trench collapses, and high rise spaces; respond to flooded basements and other areas; provide ice and water rescue; assist in mitigating hazmat 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 all calls of inquiry and calls for assistance from the public (when they don't know who to call, they call the (FD) 24/7. Respond to other communities on emergency mutual aid calls and receive mutual aid from other communities. Members train with other fire department and EMS services to enhance regional response capabilities.

### Staffing

(1) Chief, (1) Assistant Chief, (6) Captain, (10) Lieutenant, (48) Firefighter, (4) Civilian Dispatcher; (1) Civilian Mechanic, (1) Administrative Secretary, (1) Administrative Assistant I, (1) Part-time Office Assistant (30 hours)

### Budget Issues

Future needs to be addressed include equipment, building, and replacement of Engine 4.

Four additional Firefighter/EMTs are presented in this budget to assist in responding to the growing emergency workload. In the near future EMTs should be certified to EMT-Paramedic level to provide advanced life support services which will provide a higher level of care and an enhanced revenue stream.

	TOTAL EXPENDED 2015	TOTAL EXPENDED 2016	TOTAL RAISED 2017	DEPT REQUEST 2018	SUPER- VISORY 2018	W&M APPROVED 2018	% CHANGE
<b>FIRE DEPARTMENT (Lines 52-54)</b>							
<b>Salaries</b>							
Full Time	\$5,207,385	\$5,376,989	\$5,755,154	\$6,042,570	\$6,042,570	\$6,042,570	
Overtime	\$703,378	\$648,517	\$773,875	\$788,875	\$788,875	\$788,875	
Part Time	\$44,472	\$45,741	\$46,839	\$48,692	\$48,692	\$48,692	
<b>52- Total Salaries</b>	<b>\$5,955,235</b>	<b>\$6,071,247</b>	<b>\$6,575,868</b>	<b>\$6,880,137</b>	<b>\$6,880,137</b>	<b>\$6,880,137</b>	
<b>Expenses</b>							
Materials & Supplies	\$186,850	\$196,936	\$204,400	\$206,400	\$204,400	\$204,400	
Contracted Services	\$86,938	\$90,326	\$86,300	\$90,800	\$86,300	\$86,300	
Occupancy	\$67,442	\$57,681	\$80,974	\$83,783	\$83,783	\$83,783	
Capital Outlay	\$62,240	\$66,763	\$61,698	\$61,496	\$61,496	\$61,496	
M.E.L.T.	\$8,742	\$6,514	\$11,000	\$11,000	\$11,000	\$11,000	
<b>53- Total Expenses</b>	<b>\$412,212</b>	<b>\$418,220</b>	<b>\$444,372</b>	<b>\$453,479</b>	<b>\$446,979</b>	<b>\$446,979</b>	
<b>Special Accounts</b>							
Medical & Hospital	\$14,946	\$42,684	\$35,500	\$35,500	\$35,500	\$35,500	
Recertification of EMTs	\$6,912	\$7,409	\$7,500	\$7,500	\$7,500	\$7,500	
Tuition & Books	\$11,291	\$3,813	\$12,000	\$12,000	\$12,000	\$12,000	
Licenses & Certifications	\$2,099	\$1,585	\$2,500	\$2,500	\$2,500	\$2,500	
Clothing Allowance	\$52,343	\$51,624	\$91,450	\$91,451	\$91,451	\$91,451	
Fire Prevention	\$4,322	\$3,856	\$4,700	\$4,700	\$4,700	\$4,700	
Arson Investigation	\$7,462	\$341	\$1,200	\$1,200	\$1,200	\$1,200	
Training	\$20,051	\$19,000	\$19,000	\$20,000	\$19,000	\$19,000	
Tech Equip, Maint & Mgt	\$5,286	\$5,800	\$5,800	\$5,800	\$5,800	\$5,800	
Termination Buy Back	\$0	\$0	\$10	\$10	\$10	\$10	
Wellness Program	\$2,687	\$2,790	\$4,000	\$5,000	\$5,000	\$5,000	
Community Risk Reduction	\$2,500	\$3,000	\$3,500	\$3,500	\$3,500	\$3,500	
<b>54- Total Special Accounts</b>	<b>\$129,900</b>	<b>\$141,902</b>	<b>\$187,160</b>	<b>\$189,161</b>	<b>\$188,161</b>	<b>\$188,161</b>	
<b>TOTAL</b>	<b>\$6,497,347</b>	<b>\$6,631,369</b>	<b>\$7,207,400</b>	<b>\$7,522,777</b>	<b>\$7,515,277</b>	<b>\$7,515,277</b>	<b>4.27%</b>

## **DEPT 241 – BUILDING INSPECTOR**

### Description of Services

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

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

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

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

### Staffing

(1) Inspector of Buildings (Department Head), (1) Senior Local Building Inspector, (1) Local Building Inspector, (1) Inspector of Wires, (1) Plumbing and Gas Inspector, (1) Administrative Assistant I, (1) Part-time Administrative Assistant (19 hours)

### Budget Issues

This department recoups more than 100% of its operating costs through the collection of building and permit fees. In fact, over the last 13 years, this department has collected \$24,674,444 in fees, which resulted in \$2.5 Billion in construction projects being permitted. The construction growth from 2013 through 2016 was the four (4) busiest years in the history of the town. During this period, the department collected \$11.1 million in fees which resulted in \$1.1 Billion in construction projects being permitted. The town's cost to operate this department over that same 4 year period was approximately \$2.25 Million.

### Future Needs

The construction growth within the town has been steadily increasing over many years, over the last four years, the growth has been incredible and this increased work load has been accomplished with no increase in the number of inspectors. The Town has approved \$500-600 Million in additional construction projects that haven't been issued building permits. This is in addition to the normal \$100/120 Million in construction projects that we permit on an annual basis. Therefore, we are recommending hiring one additional full-time Local Building Inspector to help in this work load and help the department transition to new staff from retirements over the next two years.

We would like to thank the Building Department Staff for their dedication and hard work during this very demanding time.

	TOTAL EXPENDED 2015	TOTAL EXPENDED 2016	TOTAL RAISED 2017	DEPT REQUEST 2018	SUPER- VISORY 2018	W&M APPROVED 2018	% CHANGE
<b>BUILDING DEPARTMENT (Lines 55-57)</b>							
<b>Salaries</b>							
Full Time	\$464,782	\$486,518	\$528,100	\$546,394	\$546,394	\$546,394	
Overtime	\$34,599	\$47,040	\$35,000	\$20,000	\$20,000	\$20,000	
Part Time	\$17,087	\$27,573	\$44,865	\$23,030	\$23,030	\$23,030	
<b>55- Total Salaries</b>	<b>\$516,469</b>	<b>\$561,131</b>	<b>\$607,965</b>	<b>\$589,424</b>	<b>\$589,424</b>	<b>\$589,424</b>	
<b>Expenses</b>							
Materials & Supplies	\$1,943	\$3,495	\$2,875	\$2,800	\$2,800	\$2,800	
Contracted Services	\$20,858	\$30,888	\$22,546	\$23,858	\$22,546	\$22,546	
Capital Outlay	\$282	\$759	\$1,000	\$1,000	\$1,000	\$1,000	
M.E.L.T.	\$8,818	\$10,356	\$10,525	\$10,525	\$10,525	\$10,525	
<b>56- Total Expenses</b>	<b>\$31,901</b>	<b>\$45,499</b>	<b>\$36,946</b>	<b>\$38,183</b>	<b>\$36,871</b>	<b>\$36,871</b>	
<b>Special Accounts</b>							
Hazardous Structures	\$0	\$0	\$0	\$0	\$0	\$0	
<b>57- Total Special Accounts</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
<b>TOTAL</b>	<b>\$548,370</b>	<b>\$606,630</b>	<b>\$644,911</b>	<b>\$627,607</b>	<b>\$626,295</b>	<b>\$626,295</b>	<b>-2.89%</b>

## DEPT 244 – SEALER OF WEIGHTS

### Description of Services

The Town has engaged the Commonwealth of Massachusetts to provide Sealer services since fiscal year 2012. The Sealer is responsible for enforcing the accuracy requirements and other standards relating to weighing and measuring devices, and the use thereof, utilized in the sale of food, fuels and other products. The Town established a revolving fund to account for the fees received for this service. The Town recently conducted a fee survey to ensure that the fees charged for this service were appropriate in relation to other communities in the region. It was determined that the Town's fee structure fell within the average category and no fee increases are suggested at this time.

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

### Staffing

None

### Budget Issues

This budget is presented as level funded for FY2018.

	TOTAL EXPENDED 2015	TOTAL EXPENDED 2016	TOTAL RAISED 2017	DEPT REQUEST 2018	SUPER- VISORY 2018	W&M APPROVED 2018	% CHANGE
<b>SEALER OF WEIGHTS (Line 58)</b>							
<b>Expenses</b>							
Materials & Supplies	\$300	\$300	\$300	\$300	\$300	\$300	
Contracted Services	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	
M.E.L.T.	\$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>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

	TOTAL EXPENDED 2015	TOTAL EXPENDED 2016	TOTAL RAISED 2017	DEPT REQUEST 2018	SUPER- VISORY 2018	W&M APPROVED 2018	% CHANGE
<b>EMERGENCY MGT SERVICE (59-61)</b>							
<b>Salaries</b>							
Elected/Appointed	\$10,039	\$10,039	\$10,000	\$12,029	\$12,029	\$12,029	
<b>59- Total Salaries</b>	<b>\$10,039</b>	<b>\$10,039</b>	<b>\$10,000</b>	<b>\$12,029</b>	<b>\$12,029</b>	<b>\$12,029</b>	
<b>Expenses</b>							
Materials & Supplies	\$2,500	\$11,502	\$11,952	\$7,113	\$7,073	\$7,073	
Contracted Services	\$200	\$303	\$500	\$0	\$0	\$0	
Occupancy	\$10,750	\$0	\$0	\$0	\$0	\$0	
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0	
M.E.L.T.	\$0	\$18	\$150	\$0	\$0	\$0	
<b>60- Total Expenses</b>	<b>\$13,450</b>	<b>\$11,823</b>	<b>\$12,602</b>	<b>\$7,113</b>	<b>\$7,073</b>	<b>\$7,073</b>	
<b>Special Accounts</b>							
Training	\$0	\$1,000	\$1,000	\$4,500	\$4,500	\$4,500	
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>\$1,000</b>	<b>\$1,000</b>	<b>\$4,500</b>	<b>\$4,500</b>	<b>\$4,500</b>	
<b>TOTAL</b>	<b>\$23,489</b>	<b>\$22,862</b>	<b>\$23,602</b>	<b>\$23,642</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.

Beginning in fiscal year 2017, we presented 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 2015	TOTAL EXPENDED 2016	TOTAL RAISED 2017	DEPT REQUEST 2018	SUPER- VISORY 2018	W&M APPROVED 2018	% CHANGE
<b>REGIONAL SCHOOL ASSESSMENTS (Line 62)</b>							
Shawsheen Valley Tech	\$1,772,786	\$1,921,279	\$2,033,479	\$2,363,740	\$2,345,972	\$2,345,972	
Essex North Shore Agricultur:	\$0	\$0	\$65,000	\$65,000	\$183,750	\$91,875	
<b>62- TOTAL (AA)</b>	<b>\$1,772,786</b>	<b>\$1,921,279</b>	<b>\$2,098,479</b>	<b>\$2,428,740</b>	<b>\$2,529,722</b>	<b>\$2,437,847</b>	<b>16.17%</b>

## DEPT 300 – LOCAL EDUCATION

The School Committee's recommended FY 2018 budget meets the agreed to 3.75% Blended operating budget framework and comes in at the 5% accommodated guideline. The operating budget request is \$49,630,584 with an accommodated budget request of \$9,576,365.

The operating budget breaks down into rough percentages as follows:

- 85% Salaries
- 12.1% Transportation/Utilities/Contracted Services
- 2.9% Supplies/Textbooks/Equipment

The FY 2018 budget includes the following:

- 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 0 additional positions requested in FY 2018 until we conclude contract negotiations. Positions that are being considered after contracts are settled include:

- 1 Elementary, Grade 5 Fox Hill
- 1 Elementary, Guidance Counselor Fox Hill
- 1 Elementary, District Health
- 1 Middle School Special Education Reading
- 1 High School Science
- 1 High School Math
- 2 High School Instructional Assistants

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 7.33% increase from FY 2017. Much of the work over the last few months has been to provide the School Committee with a FY 2018 budget that is within the framework established at the start of the budgeting process.

Unlike in the prior two budgets, we are in the middle of bargaining employee contracts. These negotiations mean that there is a major portion of the budget that still needs to be determined. Our goal is to settle contracts and add necessary positions within the financial framework presented.

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 with the programming that they need to be successful future citizens. Thank you for your consideration.

Sincerely,



Eric M. Conti, Ph.D.  
Superintendent

	TOTAL EXPENDED 2015	TOTAL EXPENDED 2016	TOTAL RAISED 2017	DEPT REQUEST 2018	SUPER- VISORY 2018	W&M APPROVED 2018	% CHANGE
<b>LOCAL EDUCATION (Line 63)</b>							
Total Operating	\$44,187,394	\$45,954,890	\$47,788,756	\$49,630,584	\$49,630,584	\$49,630,584	
<b>TOTAL OPERATING</b>	<b>\$44,187,394</b>	<b>\$45,954,890</b>	<b>\$47,788,756</b>	<b>\$49,630,584</b>	<b>\$49,630,584</b>	<b>\$49,630,584</b>	<b>3.85%</b>
Special Education (AA)	\$8,484,852	\$8,690,948	\$9,120,835	\$9,576,365	\$9,576,365	\$9,576,365	<b>4.99%</b>
63- <b>TOTAL</b>	<b>\$52,672,246</b>	<b>\$54,645,838</b>	<b>\$56,909,591</b>	<b>\$59,206,949</b>	<b>\$59,206,949</b>	<b>\$59,206,949</b>	<b>4.04%</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

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 II, (2) Accounting Specialist, (1) Administrative Assistant I

### Buildings and Cemeteries Division

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

#### Buildings Section

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

Town Hall, Town Hall Annex, Fire Station, Library, Police Station, Human Services, Grandview, 33 Center Street, Fire Station #2, Museum, Carpenter House, West School, Vine Brook Treatment Plant, Mill Pond Treatment Plant, Main Water Station, Terrace Hall Pump Station, Wilmington Road Pump Station, Chestnut Hill Office, Pine Haven Chapel, 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/laborer, (1) Special Equipment Operator, (1) Head Custodian, (2) Lead Custodian, (3) Custodian,  
(1) Part-Time Office Assistant (25 hours)

### **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) Mechanic

### **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 Engineer, (1) Junior Civil Engineer, (1) Administrative Assistant I

### **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 Operator



## **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 (iron, 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 Operator, (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
- Available for emergencies 24/7
- Personnel are licensed by State with minimum Grade 2D for distribution work

### Sewer Collection Section

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

- 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
- 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 Vector truck
- Available for all emergencies 24/7

### Staffing

(1) Superintendent, (1) Lead Foreman, (1) Working Foreman, (3) Sewer Pump Operator, (3) Water Service Craftsmen

	TOTAL EXPENDED 2015	TOTAL EXPENDED 2016	TOTAL RAISED 2017	DEPT REQUEST 2018	SUPER- VISORY 2018	W&M APPROVED 2018	% CHANGE
<b>DEPT. OF PUBLIC WORKS (Lines 64-69)</b>							
<b>Salaries</b>							
Full Time	\$3,889,999	\$4,050,580	\$4,273,171	\$4,455,396	\$4,377,263	\$4,377,263	
Overtime	\$494,491	\$432,713	\$366,893	\$366,975	\$366,975	\$366,975	
Part Time	\$95,283	\$66,457	\$138,742	\$152,442	\$139,559	\$139,559	
<b>64- Total Salaries</b>	<b>\$4,479,773</b>	<b>\$4,549,750</b>	<b>\$4,778,805</b>	<b>\$4,974,813</b>	<b>\$4,883,797</b>	<b>\$4,883,797</b>	
<b>Expenses</b>							
Materials & Supplies	\$908,016	\$804,398	\$978,850	\$966,090	\$966,090	\$966,090	
Contracted Services	\$992,210	\$1,116,928	\$885,550	\$903,200	\$903,200	\$903,200	
Occupancy	\$1,095,345	\$1,091,278	\$1,249,500	\$1,245,600	\$1,245,600	\$1,245,600	
Capital Outlay	\$153,760	\$122,484	\$120,500	\$128,325	\$114,325	\$114,325	
M.E.L.T.	\$26,609	\$18,821	\$28,625	\$34,335	\$33,810	\$33,810	
<b>65- Total Expenses</b>	<b>\$3,175,940</b>	<b>\$3,153,910</b>	<b>\$3,263,025</b>	<b>\$3,277,550</b>	<b>\$3,263,025</b>	<b>\$3,263,025</b>	
<b>Special Accounts</b>							
Clothing	\$27,256	\$26,774	\$27,700	\$34,650	\$34,650	\$34,650	
Physical Exam	\$5,654	\$5,663	\$6,000	\$6,000	\$6,000	\$6,000	
Education	\$0	\$0	\$0	\$0	\$0	\$0	
License Renewal	\$15,800	\$16,450	\$16,000	\$16,000	\$16,000	\$16,000	
Highway I	\$159,226	\$157,684	\$162,700	\$162,700	\$162,700	\$162,700	
Lane Painting	\$58,710	\$63,247	\$69,500	\$69,500	\$69,500	\$69,500	
Snow & Ice	\$993,993	\$523,602	\$350,000	\$350,000	\$350,000	\$350,000	
Tree Care	\$29,878	\$27,578	\$30,000	\$30,000	\$30,000	\$30,000	
Well Cleaning	\$83,000	\$82,758	\$83,000	\$90,000	\$90,000	\$90,000	
Mod Well Seal & Parco	\$10,000	\$6,178	\$10,000	\$10,000	\$10,000	\$10,000	
<b>66- Total Special Accounts</b>	<b>\$1,383,517</b>	<b>\$909,934</b>	<b>\$754,900</b>	<b>\$768,850</b>	<b>\$768,850</b>	<b>\$768,850</b>	
<b>TOTAL OPERATING</b>	<b>\$9,039,230</b>	<b>\$8,613,594</b>	<b>\$8,796,730</b>	<b>\$9,021,213</b>	<b>\$8,915,672</b>	<b>\$8,915,672</b>	<b>1.35%</b>
<b>67- Rubbish and Garbage (AA)</b>	<b>\$1,680,116</b>	<b>\$1,748,800</b>	<b>\$1,733,000</b>	<b>\$1,728,000</b>	<b>\$1,728,000</b>	<b>\$1,728,000</b>	
<b>68- Street Light (AA)</b>	<b>\$370,500</b>	<b>\$375,421</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>\$8,702</b>	<b>\$9,144</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$15,000</b>	
<b>TOTAL</b>	<b>\$2,059,318</b>	<b>\$2,133,366</b>	<b>\$2,118,500</b>	<b>\$2,113,500</b>	<b>\$2,113,500</b>	<b>\$2,113,500</b>	<b>-0.24%</b>
<b>TOTAL PUBLIC WORKS</b>	<b>\$11,098,548</b>	<b>\$10,746,960</b>	<b>\$10,915,230</b>	<b>\$11,134,713</b>	<b>\$11,029,172</b>	<b>\$11,029,172</b>	<b>1.04%</b>

## DEPT 510 – BOARD OF HEALTH

### Description of Services

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

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

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

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

In order to achieve goals, such as these, it is clear that the Board of Health will require additional staffing and funding. Current staffing levels today are not adequate to manage the public health needs as the town continues to grow, develop, and prosper. The increased public health, environmental, development and land-use, and emergency planning demands placed on the board, along with its coordination/sponsorship of the Burlington BVRC, will soon overwhelm the Board’s capacity to provide the oversight needed to promote the safety and wellness of the town. Moving forward, a review of Board of Health priorities, responsibilities, programming and necessary and vital roles needs to be conducted for a deeper insight in support of the health and wellness of Burlington’s future.

### Staffing

(5) Elected Members of three year terms

(1) Director of Public Health (Department Head), (1) Health Agent/Sanitarian, (1) Associate Health Inspector, (1) Environmental Engineer, (1) Supervising Nurse, (1) Administrative Assistant I, and (1) Part Time Administrative Assistant I (30 hours)

## Budget Issues

This budget is presented at an overall increase of 4.5 % for FY2018. The major budget driver is the addition of the position of Associate Health Inspector and the elimination of Contracted Inspectors under the Contracted Services Expenses. Budget increases include a 14.36% increase in Total Salaries and a 46.68% decrease in Expenses from FY17 due to a decrease in Contracted Services and an 8.82% decrease in Special Accounts due to the elimination of Clinics and decrease in Household Hazardous Waste.

Currently, the BOH utilizes two part time contracted inspectors for food service establishment (FSE) inspections. These inspectors conduct approximately 300 regular FSE inspections and 150 FSE re-inspections per year. The BOH would like to no longer utilize contracted inspectors for these inspections and would like to create the position of Associate Health Inspector. Development and re-development in the past 5 years has increased the demands on the Board of Health. The number of food service establishments requiring an inspection twice per year increased from 161 in 2012 to a projected number of 186 in 2017. This equates to 50 additional routine inspections per year, not including re-inspections. In addition, the types of development and operating procedures in recent years have increased in complexity. The BOH is conducting more complex plan reviews and inspections for food service establishments that have more specialized processes such as sushi operations that require acidification and parasite destruction, reduced oxygen packaging, slaughtering and evisceration of live aquatic animals, and use of time as a public health control. These specialized processes require the review and approval of variances and specialized plans (also referred to as HACCP – Hazard Analysis and Critical Control Points). The number of food service establishments utilizing special processes increased from 11 in 2012 to 24 in 2016.

An Associate Health Inspector would bring numerous benefits to the department and the Town of Burlington by alleviating demands on the department and increasing the quality of service. Inspections normally conducted by the Health Agent (such as recreational camps, tanning, and tobacco) can be conducted by the Associate Health Inspector thereby, allowing the Health Agent to concentrate on more complicated project reviews and conduct inspections of FSEs that have more specialized processes. Similarly, an Associate Health Inspector can conduct inspections normally conducted by the Director (such as keeping of animals, kennel recommendations, housing, trash, & nuisance) thereby allowing the Director to concentrate on regulatory and program review and implementation, leadership, and community involvement.

An Associate Health Inspector would allow for a reduction in the need for Contracted Health Inspectors. A full time town employee is preferred over contracted inspectors because 1) an employee would be directly managed by the Director, allowing for better oversight of the quality of work produced and a mechanism for holding the employee accountable. An employee is more likely to take pride in the quality of their work and strive to make recommended performance improvements; 2) an additional employee would be available in emergencies and to conduct temporary food inspections during off hours; 3) a town employee would be trained by existing BOH staff in procedures/methods relevant to Burlington and professional development of the employee would be managed by the Director. This would allow for an inspector who is better trained to regulate the types of food service establishments that exist in Burlington; 4) there would be better communication between the department and the inspector since a town employee would be available in the office to discuss issues and projects. A contracted inspector is not always available to communicate and meetings need to be scheduled and paid for.

	TOTAL EXPENDED 2015	TOTAL EXPENDED 2016	TOTAL RAISED 2017	DEPT REQUEST 2018	SUPER- VISORY 2018	W&M APPROVED 2018	% CHANGE
<b>BOARD OF HEALTH (Lines 70-72)</b>							
<b>Salaries</b>							
Full Time	\$310,609	\$347,784	\$365,326	\$425,107	\$425,107	\$425,107	
Elected/Appointed	\$4,932	\$4,944	\$7,844	\$7,946	\$7,946	\$7,946	
Overtime	\$4,398	\$4,165	\$8,700	\$9,678	\$9,678	\$9,678	
Part Time	\$46,974	\$48,320	\$49,602	\$50,717	\$50,717	\$50,717	
<b>70- Total Salaries</b>	<b>\$366,913</b>	<b>\$405,214</b>	<b>\$431,472</b>	<b>\$493,448</b>	<b>\$493,448</b>	<b>\$493,448</b>	
<b>Expenses</b>							
Materials & Supplies	\$5,388	\$5,144	\$5,500	\$5,500	\$5,500	\$5,500	
Contracted Services	\$37,940	\$30,583	\$42,000	\$13,500	\$13,500	\$13,500	
Capital Outlay	\$2,138	\$2,033	\$2,150	\$2,150	\$2,150	\$2,150	
M.E.L.T.	\$9,763	\$9,986	\$11,400	\$11,400	\$11,400	\$11,400	
<b>71- Total Expenses</b>	<b>\$55,229</b>	<b>\$47,746</b>	<b>\$61,050</b>	<b>\$32,550</b>	<b>\$32,550</b>	<b>\$32,550</b>	
<b>Special Accounts</b>							
Mosquito Control (AA)	\$40,431	\$41,236	\$42,061	\$42,061	\$42,061	\$42,061	
Clinics	\$2,500	\$2,500	\$2,500	\$0	\$0	\$0	
CMARC	\$0	\$0	\$0	\$0	\$0	\$0	
Community Human Serv.	\$0	\$0	\$0	\$0	\$0	\$0	
Home Health Service	\$500	\$513	\$500	\$500	\$500	\$500	
Haz Waste Collection (AA)	\$30,741	\$23,472	\$40,000	\$35,000	\$35,000	\$35,000	
<b>72- Total Special Accounts</b>	<b>\$74,172</b>	<b>\$67,721</b>	<b>\$85,061</b>	<b>\$77,561</b>	<b>\$77,561</b>	<b>\$77,561</b>	
<b>TOTAL</b>	<b>\$496,314</b>	<b>\$520,681</b>	<b>\$577,583</b>	<b>\$603,559</b>	<b>\$603,559</b>	<b>\$603,559</b>	<b>4.50%</b>
<b>OPERATING -- B. O. H.</b>	<b>\$425,142</b>	<b>\$455,973</b>	<b>\$495,522</b>	<b>\$526,498</b>	<b>\$526,498</b>	<b>\$526,498</b>	<b>6.25%</b>

## DEPT 541 – COUNCIL ON AGING

### Description of Services

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

The COA offers a variety of classes and workshops to promote health and fitness. Social activities allow opportunities for otherwise isolated seniors to remain engaged with their community. The COA hosts the home delivered meals and congregate meal site via Minuteman Senior Services, offers transportation services to medical appointments, grocery stores and to the senior center, and provides advocacy on a local, state, and national level.

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

### Staffing

(1) Director, (1) Outreach Worker, (1) Part-Time Outreach Worker (8 hours), (1) Administrative Assistant I, (2) Part Time Front Desk Clerk (19 hours, 15 hours), (1) Van Driver, (3) PT Van Drivers

	TOTAL EXPENDED 2015	TOTAL EXPENDED 2016	TOTAL RAISED 2017	DEPT REQUEST 2018	SUPER- VISORY 2018	W&M APPROVED 2018	% CHANGE
<b>COUNCIL ON AGING (Lines 73-75)</b>							
<b>Salaries</b>							
Full Time	\$189,639	\$197,926	\$207,883	\$215,554	\$215,554	\$215,554	
Overtime	\$3,182	\$0	\$0	\$0	\$0	\$0	
Part Time	\$69,257	\$87,179	\$100,677	\$107,795	\$107,795	\$107,795	
<b>73- Total Salaries</b>	<b>\$262,079</b>	<b>\$285,106</b>	<b>\$308,560</b>	<b>\$323,349</b>	<b>\$323,349</b>	<b>\$323,349</b>	
<b>Expenses</b>							
Materials & Supplies	\$850	\$1,040	\$1,050	\$1,050	\$1,050	\$1,050	
Contracted Services	\$3,182	\$5,361	\$5,400	\$5,800	\$5,400	\$5,400	
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0	
M.E.L.T.	\$0	\$0	\$1,300	\$1,400	\$1,300	\$1,300	
<b>74- Total Expenses</b>	<b>\$4,032</b>	<b>\$6,401</b>	<b>\$7,750</b>	<b>\$8,250</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	\$0	\$275	\$500	\$500	\$500	\$500	
Property Tax Work Off Prog	\$0	\$0	\$0	\$0	\$0	\$0	
<b>75- Total Special Accounts</b>	<b>\$6,942</b>	<b>\$7,217</b>	<b>\$7,442</b>	<b>\$7,442</b>	<b>\$7,442</b>	<b>\$7,442</b>	
<b>TOTAL</b>	<b>\$273,053</b>	<b>\$298,724</b>	<b>\$323,752</b>	<b>\$339,041</b>	<b>\$338,541</b>	<b>\$338,541</b>	<b>4.57%</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

### *Youth Assistance*

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

### *Other general responsibilities*

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

### Staffing

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

### Budget Issues

This budget is requesting a 1.22% decrease for FY18.

The Town is reimbursed 75% of the amount expended on Veterans Aid by the Commonwealth of Massachusetts and 75% for the cemetery flags replace each year.

	TOTAL EXPENDED 2015	TOTAL EXPENDED 2016	TOTAL RAISED 2017	DEPT REQUEST 2018	SUPER- VISORY 2018	W&M APPROVED 2018	% CHANGE
<b>VETERANS' SERVICES (Lines 76-78)</b>							
<b>Salaries</b>							
Full Time	\$142,983	\$102,839	\$112,691	\$114,499	\$114,499	\$114,499	
Part Time	\$0	\$0	\$0	\$0	\$0	\$0	
<b>76- Total Salaries</b>	<b>\$142,983</b>	<b>\$102,839</b>	<b>\$112,691</b>	<b>\$114,499</b>	<b>\$114,499</b>	<b>\$114,499</b>	
<b>Expenses</b>							
Materials & Supplies	\$2,257	\$2,349	\$2,969	\$3,069	\$3,069	\$3,069	
M.E.L.T.	\$125	\$552	\$1,650	\$1,860	\$1,860	\$1,860	
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0	
<b>77- Total Expenses</b>	<b>\$2,381</b>	<b>\$2,901</b>	<b>\$4,619</b>	<b>\$4,929</b>	<b>\$4,929</b>	<b>\$4,929</b>	
<b>Special Accounts</b>							
Veterans Aid	\$98,670	\$100,778	\$115,000	\$115,000	\$110,000	\$110,000	
Memorial & Vets Day	\$3,000	\$3,000	\$4,000	\$4,000	\$4,000	\$4,000	
<b>78- Total Special Accounts</b>	<b>\$101,670</b>	<b>\$103,778</b>	<b>\$119,000</b>	<b>\$119,000</b>	<b>\$114,000</b>	<b>\$114,000</b>	
<b>TOTAL</b>	<b>\$247,034</b>	<b>\$209,518</b>	<b>\$236,310</b>	<b>\$238,428</b>	<b>\$233,428</b>	<b>\$233,428</b>	<b>-1.22%</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 2015	TOTAL EXPENDED 2016	TOTAL RAISED 2017	DEPT REQUEST 2018	SUPER- VISORY 2018	W&M APPROVED 2018	% CHANGE
<b>YOUTH AND FAMILY SERVICES (Lines 79-80)</b>							
<b>Salaries</b>							
Full Time	\$338,710	\$323,348	\$343,406	\$337,068	\$337,068	\$337,068	
Part Time	\$66,149	\$71,229	\$71,035	\$67,268	\$67,268	\$67,268	
<b>79- Total Salaries</b>	<b>\$404,859</b>	<b>\$394,577</b>	<b>\$414,441</b>	<b>\$404,336</b>	<b>\$404,336</b>	<b>\$404,336</b>	
<b>Expenses</b>							
Materials & Supplies	\$7,414	\$7,332	\$6,850	\$6,850	\$6,850	\$6,850	
Contracted Services	\$11,445	\$9,859	\$11,500	\$11,500	\$11,500	\$11,500	
Capital Outlay	\$459	\$0	\$800	\$800	\$800	\$800	
M.E.L.T.	\$4,092	\$4,105	\$5,106	\$5,512	\$5,106	\$5,106	
<b>80- Total Expenses</b>	<b>\$23,410</b>	<b>\$21,295</b>	<b>\$24,256</b>	<b>\$24,662</b>	<b>\$24,256</b>	<b>\$24,256</b>	
<b>TOTAL</b>	<b>\$428,269</b>	<b>\$415,872</b>	<b>\$438,697</b>	<b>\$428,998</b>	<b>\$428,592</b>	<b>\$428,592</b>	<b>-2.30%</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 2015	TOTAL EXPENDED 2016	TOTAL RAISED 2017	DEPT REQUEST 2018	SUPER- VISORY 2018	W&M APPROVED 2018	% CHANGE
<b>DISABILITY ACCESS (Lines 81-82)</b>							
<b>Salaries</b>							
Part Time	\$2,352	\$972	\$2,086	\$2,086	\$2,086	\$2,086	
<b>81- Total Salaries</b>	<b>\$2,352</b>	<b>\$972</b>	<b>\$2,086</b>	<b>\$2,086</b>	<b>\$2,086</b>	<b>\$2,086</b>	
<b>Expenses</b>							
Materials & Supplies	\$363	\$400	\$400	\$400	\$400	\$400	
<b>82- Total Expenses</b>	<b>\$363</b>	<b>\$400</b>	<b>\$400</b>	<b>\$400</b>	<b>\$400</b>	<b>\$400</b>	
<b>TOTAL</b>	<b>\$2,715</b>	<b>\$1,372</b>	<b>\$2,486</b>	<b>\$2,486</b>	<b>\$2,486</b>	<b>\$2,486</b>	<b>0.00%</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.

Statistics of note for fiscal year 2016:

286,817	Items checked out at the Circulation Desk
101,377	Website visits
25,844	Reference transactions
23,647	Public internet use
31,135	Wireless use
3,012	Hours the library was open
153,776	Visits to the library recorded
1,156	Meeting room use (library and outside qualifying groups)
4,095	Study room use

Services include the following:

- Borrowing of books, large print books, audio books, music cd's, videos, dvd's, playaways, magazines, educational kits, puppets, and museum passes
- Professional staff to assist with research needs of the public
- Access to free databases both in the library and remotely
- Free internet access from 15 public computers
- Free wireless access 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 Libaray Director, (7) Librarians, (1) Circulation ILL Assistant, (1) Administrative Assistant I, (1) Part-Time Circulation/Tech Services Assistant (32 hours), (3) Part-Time Assistant to Child Librarians (20 hours), (2) Part-Time Senior Library Techs (26 hours)

### Budget Issues

The Library budget is presented at level service for fiscal year 2018.

	TOTAL EXPENDED 2015	TOTAL EXPENDED 2016	TOTAL RAISED 2017	DEPT REQUEST 2018	SUPER- VISORY 2018	W&M APPROVED 2018	% CHANGE
<b>PUBLIC LIBRARY (Lines 83-85)</b>							
<b>Salaries</b>							
Full Time	\$626,353	\$755,048	\$787,877	\$801,551	\$801,551	\$801,551	
Overtime	\$49,396	\$45,002	\$61,546	\$68,600	\$68,600	\$68,600	
Part Time	\$411,236	\$369,550	\$376,094	\$373,189	\$373,189	\$373,189	
<b>83- Total Salaries</b>	<b>\$1,086,986</b>	<b>\$1,169,600</b>	<b>\$1,225,517</b>	<b>\$1,243,340</b>	<b>\$1,243,340</b>	<b>\$1,243,340</b>	
<b>Expenses</b>							
Materials & Supplies	\$8,245	\$8,735	\$11,950	\$11,050	\$11,050	\$11,050	
Contracted Services	\$57,040	\$55,284	\$56,859	\$57,725	\$57,725	\$57,725	
Occupancy*	\$0	\$0	\$0	\$0	\$0	\$0	
M.E.L.T.	\$1,083	\$1,667	\$1,420	\$1,620	\$1,620	\$1,620	
<b>84- Total Expenses</b>	<b>\$66,369</b>	<b>\$65,687</b>	<b>\$70,229</b>	<b>\$70,395</b>	<b>\$70,395</b>	<b>\$70,395</b>	
<b>Special Accounts</b>							
Library Materials	\$159,022	\$149,700	\$150,800	\$151,000	\$151,000	\$151,000	
<b>85- Total Special Accounts</b>	<b>\$159,022</b>	<b>\$149,700</b>	<b>\$150,800</b>	<b>\$151,000</b>	<b>\$151,000</b>	<b>\$151,000</b>	
<b>TOTAL</b>	<b>\$1,312,377</b>	<b>\$1,384,987</b>	<b>\$1,446,546</b>	<b>\$1,464,735</b>	<b>\$1,464,735</b>	<b>\$1,464,735</b>	<b>1.26%</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 (M VLC), 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 - 631 – RECREATION**

### Description of Services

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

	<b>FY2013</b>	<b>FY2014</b>	<b>FY2015</b>	<b>FY2016</b>
<b>Number of Programs Offered</b>	306	327	293	305
<b>Total Attendance in Programs and Events</b>	30,126	39,568	31,978	34,474

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

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

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

The Parks and 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) Superintendent of Recreation Maintenance, (1) Program Coordinator, (1) Lead Working Foreman, (1) Assistant Program Coordinator, (1) Working Foremen, (1) Certified Therapeutic Recreation Specialist, (6) Maintenance Craftsmen, (2) Administrative Assistant I, (1) Part-Time Office Assistant (20 hours)

## Budget Issues

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

	TOTAL EXPENDED 2015	TOTAL EXPENDED 2016	TOTAL RAISED 2017	DEPT REQUEST 2018	SUPER- VISORY 2018	W&M APPROVED 2018	% CHANGE
<b>RECREATION (Lines 86-88)</b>							
<b>Salaries</b>							
Full Time	\$778,849	\$877,989	\$1,017,567	\$1,039,058	\$1,039,058	\$1,039,058	
Elected/Appointed	\$2,100	\$2,000	\$2,100	\$2,100	\$2,100	\$2,100	
Overtime	\$34,292	\$43,193	\$41,273	\$50,026	\$50,026	\$50,026	
Part Time	\$287,760	\$288,063	\$296,980	\$316,771	\$316,771	\$316,771	
<b>86- Total Salaries</b>	<b>\$1,103,002</b>	<b>\$1,211,246</b>	<b>\$1,357,920</b>	<b>\$1,407,955</b>	<b>\$1,407,955</b>	<b>\$1,407,955</b>	
<b>Expenses</b>							
Materials & Supplies	\$122,691	\$129,764	\$135,825	\$134,825	\$134,825	\$134,825	
Contracted Services	\$36,315	\$40,766	\$43,125	\$40,625	\$40,625	\$40,625	
Occupancy	\$63,291	\$62,644	\$74,186	\$82,030	\$82,030	\$82,030	
Capital Outlay	\$6,518	\$9,895	\$10,165	\$9,600	\$9,600	\$9,600	
M.E.L.T.	\$3,947	\$4,155	\$7,915	\$12,755	\$12,755	\$12,755	
<b>87- Total Expenses</b>	<b>\$232,761</b>	<b>\$247,224</b>	<b>\$271,216</b>	<b>\$279,835</b>	<b>\$279,835</b>	<b>\$279,835</b>	
<b>Special Accounts</b>							
Transportation	\$12,893	\$11,765	\$19,045	\$19,045	\$19,045	\$19,045	
<b>88- Total Special Accounts</b>	<b>\$12,893</b>	<b>\$11,765</b>	<b>\$19,045</b>	<b>\$19,045</b>	<b>\$19,045</b>	<b>\$19,045</b>	
<b>TOTAL</b>	<b>\$1,348,656</b>	<b>\$1,470,235</b>	<b>\$1,648,181</b>	<b>\$1,706,835</b>	<b>\$1,706,835</b>	<b>\$1,706,835</b>	<b>3.56%</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 2015	TOTAL EXPENDED 2016	TOTAL RAISED 2017	DEPT REQUEST 2018	SUPER- VISORY 2018	W&M APPROVED 2018	% CHANGE
<b>HISTORICAL COMMISSION (Line 89)</b>							
Expenses							
Materials & Supplies	\$2,726	\$100	\$565	\$565	\$565	\$565	
Contracted Services	\$5,303	\$6,110	\$9,000	\$9,000	\$9,000	\$9,000	
M.E.L.T.	\$0	\$0	\$450	\$450	\$450	\$450	
<b>89- Total Expenses</b>	<b>\$8,030</b>	<b>\$6,210</b>	<b>\$10,015</b>	<b>\$10,015</b>	<b>\$10,015</b>	<b>\$10,015</b>	
<b>TOTAL</b>	<b>\$8,030</b>	<b>\$6,210</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 FY2028) will require that the Town fund the following amounts for debt service for Fiscal Year 2018; Principal **\$4,481,627 (4.02%)** and Interest **\$1,813,145 (-3.06%)** for a combined total of **\$6,294,772 (+1.87%)**. 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 (\$1.7M) 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 2015	TOTAL EXPENDED 2016	TOTAL RAISED 2017	DEPT REQUEST 2018	SUPER- VISORY 2018	W&M APPROVED 2018	% CHANGE
<b>DEBT SERVICE (Lines 90-91)</b>							
<b>90- PRINCIPAL (AA)</b>	\$3,532,946	\$3,530,683	\$4,308,575	\$4,524,004	\$4,481,627	\$4,481,627	<b>4.02%</b>
<b>91- INTEREST (AA)</b>	\$1,840,170	\$1,826,655	\$1,870,347	\$1,963,864	\$1,813,145	\$1,813,145	<b>-3.06%</b>
<b>TOTAL</b>	<b>\$5,373,116</b>	<b>\$5,357,338</b>	<b>\$6,178,922</b>	<b>\$6,487,868</b>	<b>\$6,294,772</b>	<b>\$6,294,772</b>	<b>1.87%</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. This program is currently under review to determine the best way to provide this service moving forward.

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 allocated for lease payment #4 of 6 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 2015	TOTAL EXPENDED 2016	TOTAL RAISED 2017	DEPT REQUEST 2018	SUPER- VISORY 2018	W&M APPROVED 2018	% CHANGE
<b>OTHER ACCOUNTS (Lines 92-97)</b>							
92- RESERVE FUND	\$200,000	\$200,000	\$300,000	\$200,000	\$200,000	\$200,000	-33.33%
93- COUNTY RETIREMENT (AA)	\$7,475,305	\$7,859,297	\$8,368,267	\$8,841,933	\$8,841,933	\$8,841,933	5.66%
94- NEGOTIATED SETTLEMENTS	\$198,733	\$198,733	\$145,979	\$650,000	\$650,000	\$650,000	345.27%
95- STABILIZATION (AA)	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
96- LOCAL TRANSPORT (AA)	\$155,000	\$145,000	\$145,000	\$145,000	\$50,000	\$50,000	-65.52%
97- 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 2014			FISCAL 2015			FISCAL 2016			FISCAL 2017			PROPOSED FISCAL 2018		
		# 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		-	-		-	-		-	-		-	-	
	PURCHASING ANALYST*				1	1.00		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	
	ADMINISTRATIVE ASSISTANT I	3	3.00		3	3.00		3	3.00		3	3.00		3	3.00	
135 Accounting	TOWN ACCOUNTANT*	1	1.00	4.57	1	1.00	4.57	1	1.00	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	
	ASSISTANT TOWN ACCOUNTANT	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	ACCOUNTING SPECIALIST	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	ACCOUNTING TECHNICIAN	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
	ADMINISTRATIVE ASSISTANT II	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	ADMINISTRATIVE ASSISTANT I	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	
	ASSISTANT TREASURER	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	
	PAYROLL ADMINISTRATOR	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	BENEFITS SPECIALIST	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	ADMINISTRATIVE ASSISTANT I	3	3.00		3	3.00		3	3.00		3	3.00		3	3.00	
	OFFICE ASSISTANT	2	1.43		2	1.43		2	1.43		2	1.43		2	1.43	
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*	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
	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 TECHNICIAN*	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 ASSISTANT II	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	ADMINISTRATIVE ASSISTANT I	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	PART-TIME DEPT ADMIN ASSISTANT (19	1	0.54		1	0.54		1	0.54		1	0.54		1	0.54	
171 Conservation	CONSERVATION ADMINISTRATOR*	1	1.00	3.00	1	1.00	3.00	1	1.00	3.00	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	
	ADMINISTRATIVE ASSISTANT I	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	
	ADMINISTRATIVE ASSISTANT I	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	74.75	1	1.00	74.75	1	1.00	75.75	1	1.00	76.75
	DEPUTY POLICE CHIEF	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	POLICE CAPTAIN	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	POLICE LIEUTENANT	5	5.00		5	5.00		5	5.00		5	5.00		5	5.00	
	POLICE SERGEANT	9	9.00		9	9.00		9	9.00		9	9.00		9	9.00	
	POLICE PATROLMEN	45	45.00		47	47.00		47	47.00		48	48.00		49	49.00	
	CIVIL POLICE DISPATCHER	3	3.00		3	3.00		3	3.00		3	3.00		3	3.00	
	HEAD TRAFFIC SUPERVISOR	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	TRAFFIC SUPERVISOR	7	2.75		7	2.75		7	2.75		7	2.75		7	2.75	
	ANIMAL CONTROL OFFICER	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	AMN SECRETARY	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	ADMINISTRATIVE ASSISTANT I	2	2.00		2	2.00		2	2.00		2	2.00		2	2.00	

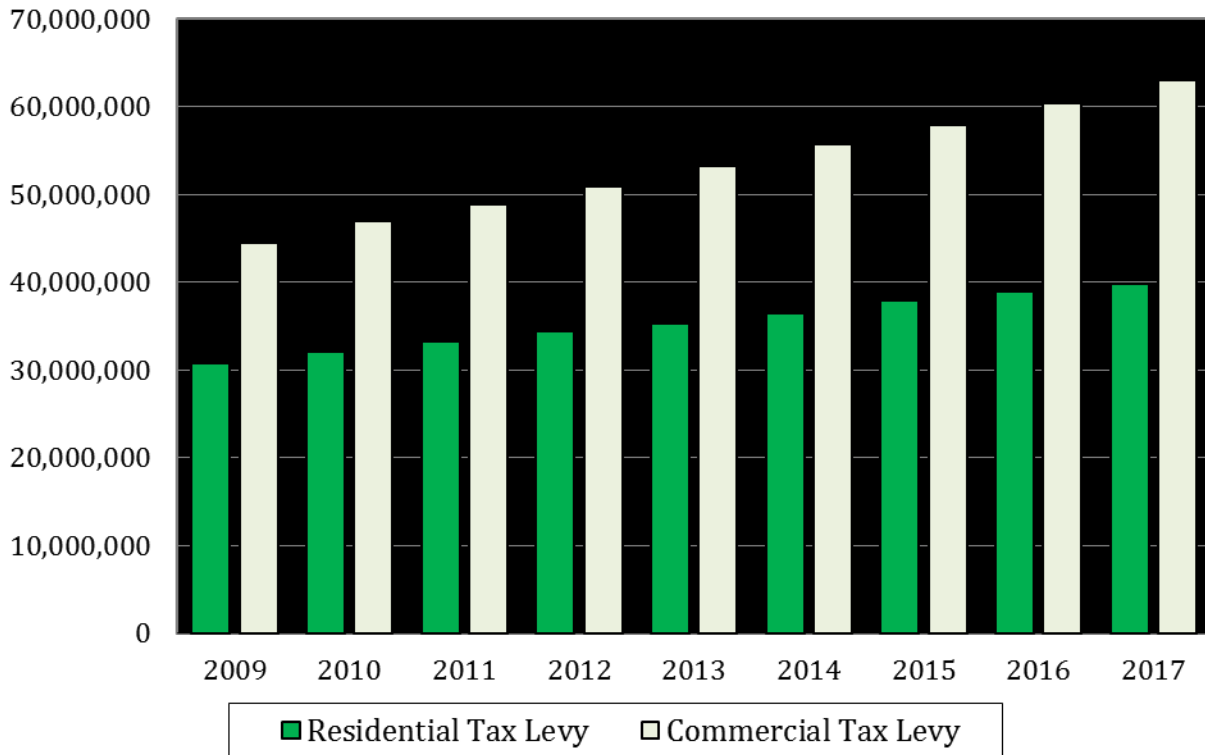
NEW POSITION
PRIOR TO POSITION BEING CREATED
POSITION NO-LONGER STAFFED
* ADMINISTRATIVE & PROFESSIONAL

DEPARTMENT	JOB CLASS DESC	FISCAL 2014			FISCAL 2015			FISCAL 2016			FISCAL 2017			PROPOSED FISCAL 2018		
		# 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
220 Fire	FIRE CHIEF*	1	1.00	64.86	1	1.00	64.86	1	1.00	65.86	1	1.00	69.86	1	1.00	73.86
	ASSISTANT FIRE CHIEF*	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	FIRE CAPTAIN	6	6.00		6	6.00		6	6.00		6	6.00		6	6.00	
	FIRE LIEUTENANT	10	10.00		10	10.00		10	10.00		10	10.00		10	10.00	
	FIREFIGHTER	39	39.00		39	39.00		40	40.00		44	44.00		48	48.00	
	CIVILIAN DISPATCHER	4	4.00		4	4.00		4	4.00		4	4.00		4	4.00	
	EMERGENCY VEHICLE TECHNICIAN-	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	AMNISTRATIVE SECRETARY	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	ADMINISTRATIVE ASSISTANT I	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	PART-TIME OFFICE ASSISTANT (30 hours)	1	0.86		1	0.86		1	0.86		1	0.86		1	0.86	
241 Building Inspector	INSPECTOR OF BUILDINGS*	1	1.00	6.43	1	1.00	6.43	1	1.00	6.43	1	1.00	6.83	1	1.00	6.54
	LOCAL BUILDING INSPECTOR	1	1.00		1	1.00		1	1.00		2	1.29		1	1.00	
	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	
	ADMINISTRATIVE ASSISTANT I	1	1.00		1	1.00		1	1.00		1	1.00		1	1.00	
	PART-TIME ADMINISTRATIVE ASSISTANT (19	1	0.43		1	0.43		1	0.43		1	0.54		1	0.54	
400 Public Works	411 Engineering	TOWN ENGINEER*	1	1.00	1	1.00	60.71	1	1.00	63.71	1	1.00	63.71	1	1.00	63.71
		ASSISTANT TOWN ENGINEER*	1	1.00	1	1.00		1	1.00		1	1.00		1	1.00	
		SENIOR CIVIL ENGINEER	2	2.00	2	2.00		2	2.00		2	2.00		2	2.00	
		JR CIVIL ENGINEER	1	1.00	1	1.00		1	1.00		1	1.00		1	1.00	
		ADMINISTRATIVE ASSISTANT I	1	1.00	1	1.00		1	1.00		1	1.00		1	1.00	
	420 Admin	DPW SUPERINTENDENT*	1	1.00	1	1.00		1	1.00		1	1.00		1	1.00	
		OPERATIONS ANALYST*						1	1.00		1	1.00		1	1.00	
		ADMINISTRATIVE ASSISTANT II	1	1.00	1	1.00		1	1.00		1	1.00		1	1.00	
		ACCOUNTING SPECIALIST	2	2.00	2	2.00		2	2.00		2	2.00		2	2.00	
		ADMINISTRATIVE ASSISTANT I	1	1.00	1	1.00		1	1.00		1	1.00		1	1.00	
	421 Highway	SUPERINTENDENT	1	1.00	1	1.00		1	1.00		1	1.00		1	1.00	
		LEAD FOREMAN	1	1.00	1	1.00		1	1.00		1	1.00		1	1.00	
		WORKING FOREMAN/LABORER	1	1.00	1	1.00		1	1.00		1	1.00		1	1.00	
		SPECIAL HEAVY EQUIP OPER/LABOR	10	10.00	10	10.00		10	10.00		10	10.00		10	10.00	
		TIME/RECORD KEEPER	1	1.00	1	1.00		1	1.00		1	1.00		1	1.00	
	451 Water & Sewer	WATER QUALITY PRODUCTION MGR	1	1.00	1	1.00		1	1.00		1	1.00		1	1.00	
		CHIEF OPERATOR CHEMIST	1	1.00	1	1.00		1	1.00		1	1.00		1	1.00	
		TREATMENT PLANT OPERATOR	7	7.00	7	7.00		7	7.00		7	7.00		7	7.00	
		ASST SUPERINTENDENT	1	1.00	1	1.00		1	1.00		1	1.00		1	1.00	
		LEAD FOREMAN	1	1.00	1	1.00		1	1.00		1	1.00		1	1.00	
		WORKING FOREMAN/LABORER	1	1.00	1	1.00		1	1.00		1	1.00		1	1.00	
		PUMPING STATION OPERATOR	3	3.00	3	3.00		3	3.00		3	3.00		3	3.00	
		SPECIAL HEAVY EQUIP OPER/LABOR	1	1.00	1	1.00		1	1.00		1	1.00		1	1.00	
		WATER SYSTEM MAINTENANCE CRAFT	2	2.00	2	2.00		2	2.00		2	2.00		2	2.00	
		METER/BACKFLOW PREVENTION	1	1.00	1	1.00		1	1.00		1	1.00		1	1.00	
	490 Central Maint.	SUPERINTENDENT	1	1.00	1	1.00		1	1.00		1	1.00		1	1.00	
		MASTER MECHANIC	1	1.00	1	1.00		1	1.00		1	1.00		1	1.00	
		MECHANIC	2	2.00	2	2.00		2	2.00		2	2.00		2	2.00	
	491 Buildings & Cemeteries	SUPERINTENDENT-BUILD/CEMETERY	1	1.00	1	1.00		1	1.00		1	1.00		1	1.00	
		PART-TIME OFFICE ASSISTANT (25 hours)	1	0.71	1	0.71		1	0.71		1	0.71		1	0.71	
		LEAD FOREMAN	1	1.00	1	1.00		1	1.00		1	1.00		1	1.00	
		WORKING FOREMAN/LABORER	1	1.00	1	1.00		1	1.00		1	1.00		1	1.00	
		SENIOR MAINTENANCE BUILDING CRAFT	1	1.00	1	1.00		1	1.00		1	1.00		1	1.00	
		MAINTENANCE BUILDING CRAFTSMEN			2	2.00		3	3.00		3	3.00		3	3.00	
		SPECIAL HEAVY EQUIP OPER/LABOR						1	1.00		1	1.00		1	1.00	
		HEAD CUSTODIAN	1	1.00	1	1.00		1	1.00		1	1.00		1	1.00	
		LEAD CUSTODIAN	2	2.00	2	2.00		2	2.00		2	2.00		2	2.00	
		BUILDING CUSTODIAN	3	2.00	3	3.00		3	3.00		3	3.00		3	3.00	

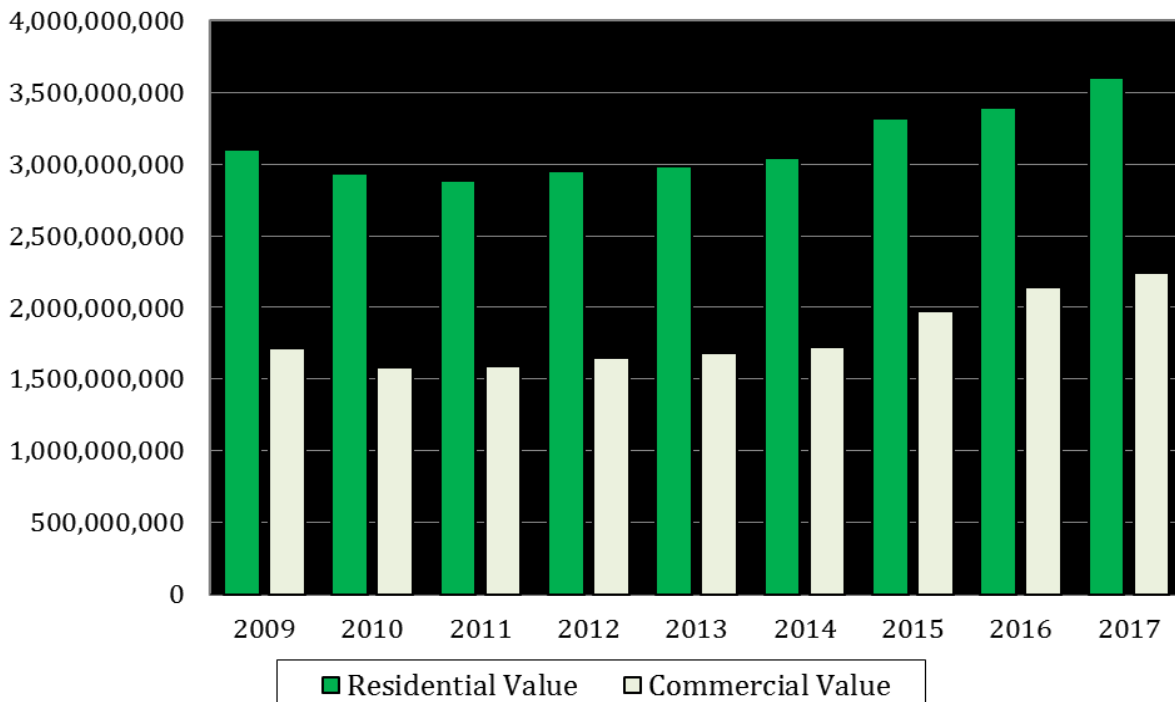
NEW POSITION
PRIOR TO POSITION BEING CREATED
POSITION NO-LONGER STAFFED
* ADMINISTRATIVE & PROFESSIONAL

DEPARTMENT		JOB CLASS DESC	FISCAL 2014			FISCAL 2015			FISCAL 2016			FISCAL 2017			PROPOSED FISCAL 2018						
			# 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				
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	6.86				
	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					
	ADMINISTRATIVE ASSISTANT I		2	1.86		2	1.86		2	1.86		2	1.86		2	1.86					
	ASSOC. HEALTH INSPECTOR														1	1.00					
541 Council On Aging	COUNCIL ON AGING COORDINATOR*		1	1.00	5.33	1	1.00	5.33	1	1.00	5.56	1	1.00	5.56	1	1.00	5.56				
	OUTREACH WORKER		1	1.00		1	1.00		2	1.23		2	1.23		2	1.23					
	VAN DRIVER		2	1.43		2	1.43		2	1.43		2	1.43		2	1.43					
	ADMINISTRATIVE ASSISTANT I		1	1.00		1	1.00		1	1.00		1	1.00		1	1.00					
	FRONT DESK CLERK		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				
	ADMINISTRATIVE ASSISTANT I		1	1.00		1	1.00		1	1.00		1	1.00								
549 Youth & Family Services	EXECUTIVE DIRECTOR*		1	1.00	6.14	1	1.00	6.14	1	1.00	6.14	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		3	2.14		3	2.14		4	2.14					
	ADMINISTRATIVE SECRETARY		1	1.00		1	1.00		1	1.00		1	1.00		1	1.00					
	CLINICAL SUPERVISOR								1	1.00		1	1.00		1	1.00					
610 Library	LIBRARY DIRECTOR*		1	1.00	14.68	1	1.00	14.68	1	1.00	15.97	1	1.00	15.97	1	1.00	15.97				
	ASSISTANT LIBRARY DIRECTOR		1	1.00		1	1.00		1	1.00		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	2.00		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		1	0.43					
	ADMINISTRATIVE ASSISTANT I		1	1.00		1	1.00		1	1.00		1	1.00		1	1.00					
	YOUNG-ADULT LIBRARIAN								1	1.00		1	1.00		1	1.00					
630/1 Recreation	630 Director	DIRECTOR OF PARKS & RECREATION*	1	1.00	14.57	1	1.00	14.57	1	1.00	14.57	1	1.00	15.57	1	1.00	15.57				
		PROGRAM COORDINATOR		1		1.00	1		1.00	1		1.00	1		1.00	1		1.00			
		ASSISTANT PROGRAM COORDINATOR		1		1.00	1		1.00	1		1.00	1		1.00	1		1.00			
		ADMINISTRATIVE ASSISTANT I		2		2.00	2		2.00	2		2.00	2		2.00	2		2.00			
		OFFICE ASSISTANT		1		0.57	1		0.57	1		0.57	1		0.57	1		0.57			
	631 Maintenance	THERAPEUTIC RECREATION SPECIALIST										1	1.00		1	1.00		1	1.00	1	1.00
		SUPERINTENDENT OF REC MAINT		1		1.00	1		1.00	1		1.00	1		1.00	1		1.00	1	1.00	
		LEAD WORKING FOREMAN		1		1.00	1		1.00	1		1.00	1		1.00	1		1.00	1	1.00	
		WORKING FOREMAN		1		1.00	1		1.00	1		1.00	1		1.00	1		1.00	1	1.00	
MAINT CRAFTSMAN		6	6.00	6	6.00	6	6.00	6	6.00	6	6.00	6	6.00								
TOTAL ALL DEPARTMENTS			306.00		292.87	310.00		297.88	316.00		303.40	323.00		309.80	329.00		315.51				

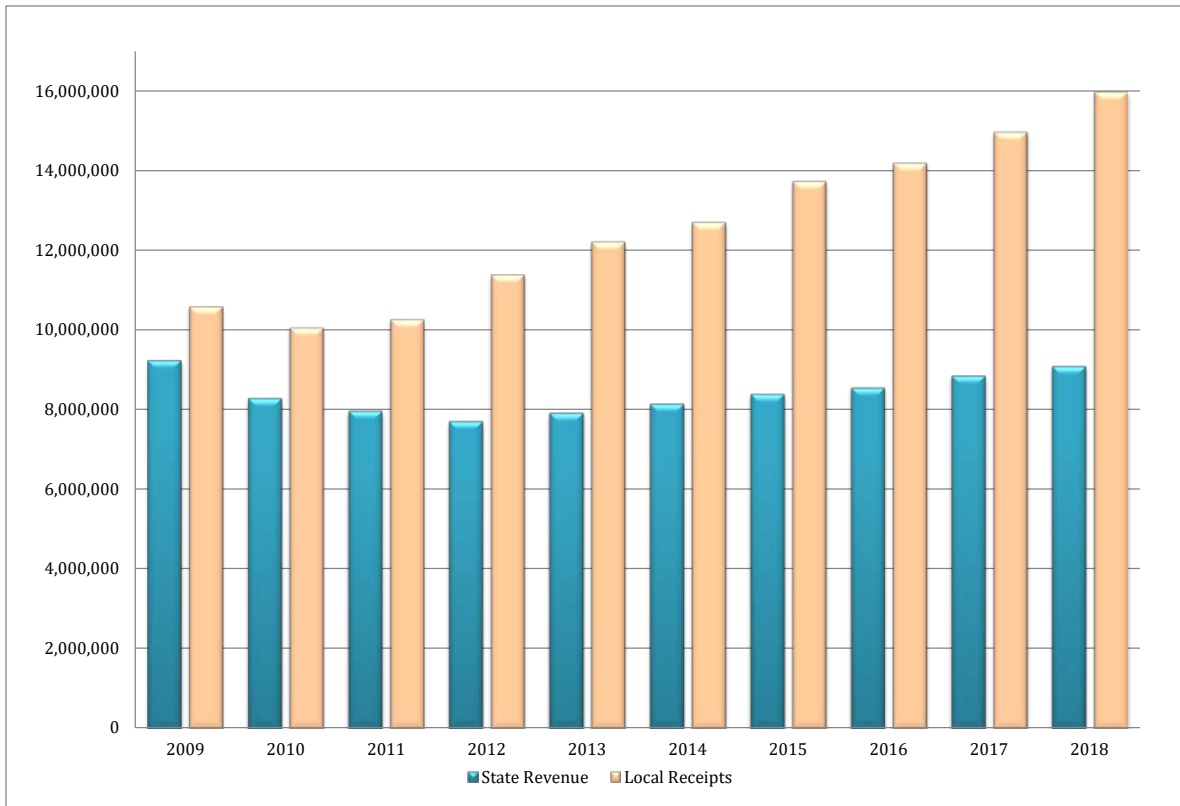
### COMMERCIAL VS RESIDENTIAL TAX LEVY



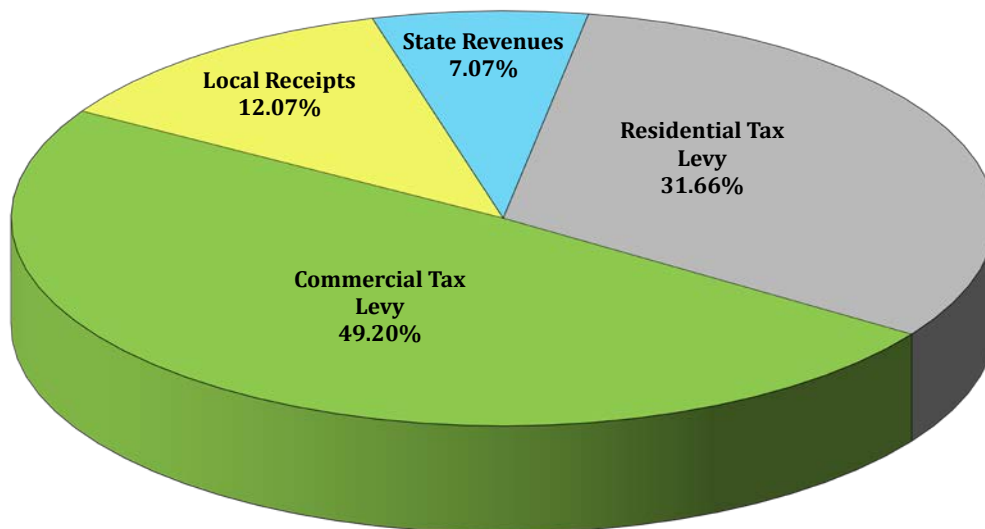
### COMMERCIAL VS RESIDENTIAL PROPERTY VALUES



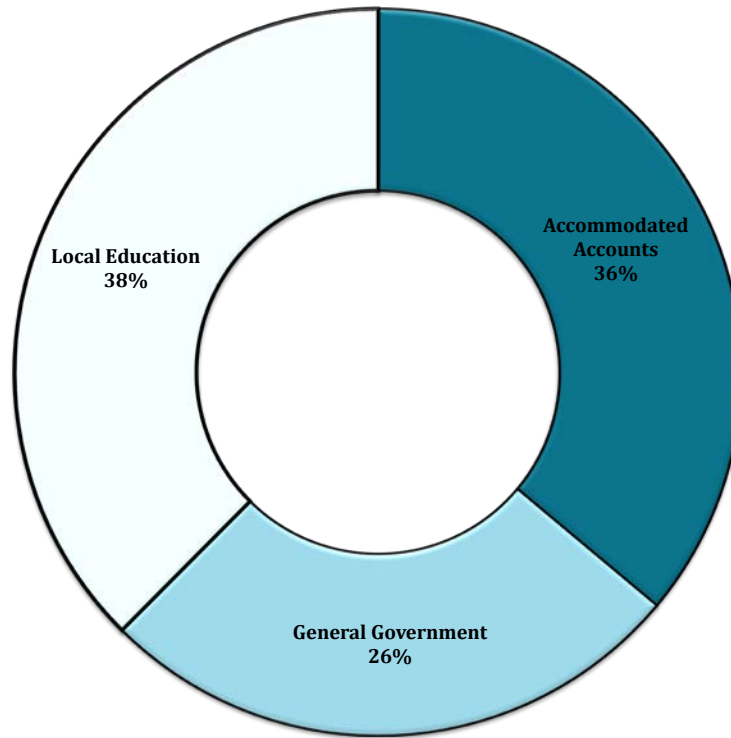
## TRENDS IN STATE REVENUE & LOCAL RECEIPTS



## FY 2018 SOURCES OF FUNDING



### FISCAL YEAR 2018 BUDGET DISTRIBUTION



### TRENDS IN NEW GROWTH AND EXCESS CAPACITY





### TOP 10 TAXPAYERS – FY 2016

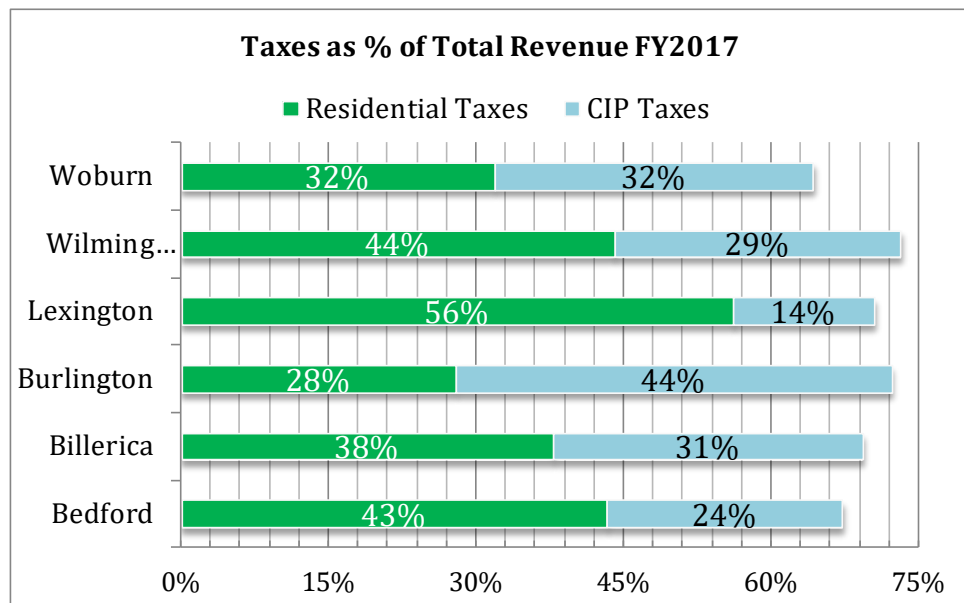
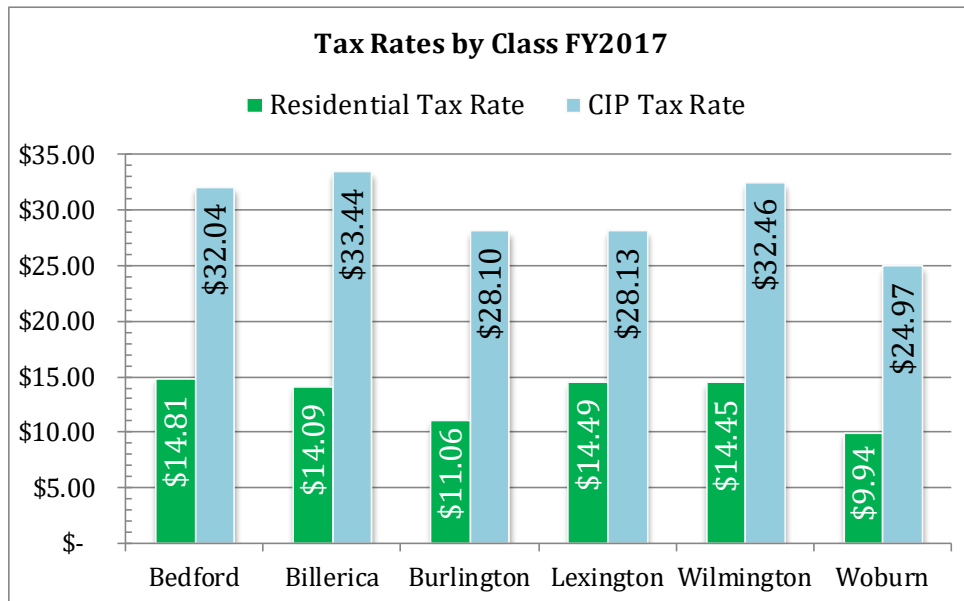
	<b>Name</b>	<b>Assessed Valuation</b>	<b>Total Tax Bill</b>
1	Bellwether Prop of Mass	\$203,352,700	\$5,750,814
2	Network Drive Owner LLC	\$167,369,600	\$4,733,212
3	N E Executive	\$140,965,300	\$3,986,499
4	Burlington Centre Owner LLC	\$67,579,500	\$1,911,148
5	Wayside Commons Invest.	\$66,209,600	\$1,872,407
6	Burlington Mall FB-1 LLC	\$57,537,700	\$1,627,166
7	Oracle USA Inc	\$54,768,600	\$1,548,856
8	Prim 25 Mall Road LLC	\$43,093,700	\$1,218,690
9	Piedmont 5 & 15 Wayside LLC	\$40,603,300	\$1,148,261
10	CH Rlty VII-PHG H Bos Bur LLC	\$39,976,600	\$1,130,538
	<b>Totals</b>	<b>\$881,456,600</b>	<b>\$28,418,161</b>
	Source: Board of Assessors		

### PRINCIPAL EMPLOYERS – FY 2016

<b>Company</b>	<b>Nature of Business</b>	<b>Approximate Current Employees</b>
Lahey Clinic	Hospital	5,040
Oracle/Sun	Computer Network Systems	2,300
Siemens - Nixdorff	Information Technology & 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: Massachusetts Workplace Development		

## HOW DOES BURLINGTON COMPARE WITH BORDERING COMMUNITIES IN 2017?

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	9,508.00	14.81	40,418,266	32.04	22,279,812	62,698,078	93,209,387
Billerica	4,784.00	14.09	62,693,705	33.44	52,079,635	114,773,340	165,599,392
<b>Burlington</b>	<b>4,934.00</b>	<b>11.06</b>	<b>39,864,195</b>	<b>28.10</b>	<b>62,999,352</b>	<b>102,863,547</b>	<b>142,384,280</b>
Lexington	13,506.00	14.49	135,642,348	28.13	34,553,654	170,196,002	241,416,590
Wilmington	6,125.00	14.45	45,988,354	32.46	30,419,765	76,408,119	104,361,281
Woburn	4,073.00	9.94	48,408,633	24.97	49,164,563	97,573,196	151,736,951



# **10-Year Capital Improvement Plan**

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# Capital Budget Report



Proposed Capital Improvement Plan

Fiscal Years 2018 - 2027

Prepared by  
Accounting Department



## TOWN OF BURLINGTON

### *Capital Budget Committee*

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Fellow Taxpayers:

Over the past several months the Capital Budget Committee (CBC) has been involved in the review of the updated 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, school renovations the COA building renovations and the 33 Center Street projects continues. 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. There are a number of items listed with no expenditures during the 10 year period. This is due to the very early identification of necessary actions that are not clearly defined in either scope or timing. There are also a number of ongoing annual expenditures that should be considered for transfer to the operating budget such as that for stream cleaning.

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. The CBC will review these estimates as they become near term. 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  
Adam Senesi, Vice Chairman  
Gary Mercier  
Pat Moreno

Myrna Saltman  
Steve Stamm  
Gary Kasky

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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 2018 - 2027

Article #	Department & Item	FY 2018		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
		Supervisory Recommendation		Requested	Requested	Requested	Requested	Requested	Requested	Requested	Requested	Requested
		AMOUNT	SOURCE									
	General Government											
	135 Town Accountant											
	Financial Software Package Upgrade				150,000							
	subtotal	0		0	150,000	0	0	0	0	0	0	0
	155 MIS											
	Technology Infrastructure	300,000	Tax Levy	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
	Digital Signage			50,000	15,000	15,000						
	subtotal	300,000		350,000	315,000	315,000	300,000	300,000	300,000	300,000	300,000	300,000
	161 Town Clerk											
	New Voting Equipment			60,000								
	Electronic Document Management Software			30,000								
	subtotal	0		90,000	0	0	0	0	0	0	0	0
	171 Conservation											
7-1	Open Space Recreation Plan (OSRP)	20,000	Free Cash									
	Vehicle							30,000				
	subtotal	20,000		0	0	0	0	30,000	0	0	0	0
	210 Police											
	Ballistic Vest Replacement					80,000						
	Police Facility Evaluation Study				80,000							
	Replace Portable Radios (2-year cycle)			58,880	58,880							
	Replace Radio Console			350,000								
7-7	Tasers 24/48 (1)	59,551	Free Cash									
	Tasers 24/48 (2)			59,551								
7-6	Indoor Firing Range (Re-build)	118,534	Free Cash									
	Firing Range Targeting System			50,000								
	subtotal	178,085		518,431	138,880	80,000	0	0	0	0	0	0
	220 Fire											
	<u>Vehicles:</u>											
	Ambulance 2010 Horton Navistar									305,000		
	Ambulance 2005 Horton Navistar				280,000							
	Command Car 2015 Ford Explorer									60,000		
	Command Car 2005 Chevy Trailblazer		Postpone	30,274								
	Command Car 2010 Ford Expedition						66,420					
	Command Car 2009 Ford Escape					38,734						
	Command Car 2008 Ford Escape				35,461							
	<u>Fire Truck Pumpers:</u>											
	2008 Pierce Arrow (Engine 2)											870,000
	2002 Pierce Quantum (Engine 3)						820,000					
	1998 Pierce Quantum (Engine 4)		Postpone	790,000								
	<u>Fire Truck Misc.:</u>											
	Aerial Tower 2008 Pierce							1,500,000				
	<u>Other:</u>											
	Portable Radio Replacement (80 units)					160,000						
	Radio Communication System Upgrade			361,000								
	subtotal	0		1,181,274	315,461	198,734	886,420	1,500,000	0	365,000	0	870,000
	241 Building Inspector											
	Replacement Vehicle			28,000								
	subtotal	0		28,000	0	0	0	0	0	0	0	0
	400 Public Works											
	<u>Streets &amp; Sidewalks:</u>											
	Road & Parking Paving			3,000,000		3,000,000		3,000,000		3,000,000		
	Sidewalk Restoration/Upgrade		Postpone	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	
	Traffic Light Repair			130,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
7-2	Traffic Light Repair- Bedford/MTP Ext.	300,000	Free Cash									

Article #	Department & Item	FY 2018		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
		Supervisory Recommendation		Requested	Requested	Requested	Requested	Requested	Requested	Requested	Requested	Requested
		AMOUNT	SOURCE									
	Winn St./Mountain Rd. Traffic Light		Postpone	420,000								
	Winn St./Peach Orchard Corridor Improvement				3,000,000							
	S. Bedford St/Blanchard Rd. Upgrades									500,000		
	<u>Water Distribution &amp; Production:</u>											
13	Water Main Upgrades	1,000,000	Borrowing		1,000,000		1,000,000		1,000,000		1,000,000	
	Replace Center Street Tank								3,000,000			
	<u>Sewer System Improvements:</u>											
7-18	Sewer Pump Station Rehabilitation	50,000	Sewer Enterprise	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	
7-19	Inflow/Infiltration Mitigation- Structural Improvements	300,000	Sewer Enterprise									
7-3	Culvert/Stream Cleaning/ Drainage Repair	200,000	Free Cash	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
	<u>Cemetery:</u>											
	Development/Expand Pine Haven (knoll area)							500,000				
7-4	DPW Vehicle Replacement Program	510,000	Free Cash	510,000	492,000	280,000	230,000	533,000	438,500	30,000	414,000	584,500
	DPW: E04-08 Ford Escape	27,000										
	DPW: H-12-00 Dump Truck Swap Loader	232,000										
	DPW: H14-01 Dump Truck 6 Wheel w/ Plow	169,000										
	H60R3 2017 Sidewalk Paver (new)	42,000										
	C-04- Utility Truck Replacement (Accident)	40,000										
	<u>Facilities:</u>											
	Library Energy Management							140,000				
	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					
	Fire HQ Elevator				75,000							
	Fire HQ - Fuel Pumps			223,000								
7-5	Fire HQ- HVAC (Boilers)	20,000	Free Cash									
	Police HQ-Roof (1991 addition)					135,000						
	Police HQ Elevator					80,000						
	Police HQ Windows			0								
	Town Hall Windows			150,000								
	Town Hall Annex Roof						115,000					
	Town/School Building Construction							20,000,000			20,000,000	
	Vinebrook Roof & Gutters								0			
	Vinebrook Water Treatment Plant-HVAC (boiler)						20,000					
	Pine Haven Chapel- Roof							45,000				
	Expand Chestnut Hill Garage					130,000						
	Chestnut Garage Roof							25,000				
	Meadowbrook School Roof								1,300,000			
	Meadowbrook School- Windows								0			
	subtotal	2,380,000		4,833,000	5,299,000	4,075,000	2,065,000	24,893,000	6,388,500	3,980,000	21,864,000	834,500
	541 Council on Aging											
	Replace Van 1							55,000				
	Replace Van 2			55,000								
	Upgrade Furniture & Fixtures			25,000		25,000			25,000			
	Digital Signage											30,000
	subtotal	0		80,000	0	25,000	0	55,000	25,000	0	0	30,000
	610 Public Library											
	Replace Entrance/Exit Doors			20,000								
	Steam Boiler Replacement						7,500					
	subtotal	0		20,000	0	0	7,500	0	0	0	0	0

Article #	Department & Item	FY 2018		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
		Supervisory Recommendation		Requested	Requested	Requested	Requested	Requested	Requested	Requested	Requested	Requested
		AMOUNT	SOURCE									
	<b>630 &amp; 631 Recreation</b>											
	<i>Overlook</i>											
	Renovate Maintenance Garage			0								
	Repave Driveway & Parking Lot								0			
7-8	Replace Roof- Carpenter's Garage	50,000	Free Cash									
	<i>Rahanis</i>											
	Construct Street Hockey Rink & Spray Pad				250,000							
	Renovate Basketball Court				23,000							
	Renovate Tennis Courts									65,000		
	Replace Wooden Playground Bridge									10,000		
	Construct Artificial Turf Field										0	0
	Repave Driveway & Parking Lot										25,000	25,000
	<i>Simonds</i>											
	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	
	Repave Driveway/Parking Lot & Create New Exit										0	
	<i>Veterans</i>											
	Install Picnic Shelter					45,000						
	New Entrance & Expand Parking Lot										30,000	
	<i>Wildmere</i>											
	Replace Playground Equipment			25,000								
	<i>Wildwood</i>											
	Install Shade Shelter			45,000								
	Install Bathroom Facilities & Parking Improvements				50,000							
	<i>Misc. Locations</i>											
	Construct Municipal Swimming Pool										0	
	Develop Fitness Trail (Reservoir/Mill Pond)					15,000						
	Electrical Upgrade (Town Common)		Postpone	100,000								
	Construct/Modify BHS Project Adventure Course Access				40,000							
	New Recreation Center Field House/ Indoor Pool				17,000,000							
	Renovate Bandstand (Town Common)					45,000						
	Repave Walkway Trail (TRW)					50,000						
	<i>Vehicles &amp; Equipment</i>											
	Replace R-1 (pick-up) with 1 ton										50,000	
	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			
7-9	Replace R-19 Bucket Truck	75,000	Free Cash				165,000					
7-10	Ventrac4500 Tractor- Replace Walker Mower	34,000	Free Cash								45,000	
	Replace Slope Mower										50,000	
	Replace Ball field Grooming Machine						90,000					
	Replace Wood Chipper						55,000					
	subtotal	159,000		360,000	17,363,000	260,000	310,000	150,000	145,000	150,000	300,000	25,000
	<b>691 Historical Commission</b>											
	Historic Style Shed (West School)			30,000								
	subtotal	0		30,000	0	0	0	0	0	0	0	0
	<b>General Government Subtotal</b>	<b>3,037,085</b>		<b>7,490,705</b>	<b>23,581,341</b>	<b>4,953,734</b>	<b>3,568,920</b>	<b>26,928,000</b>	<b>6,858,500</b>	<b>4,795,000</b>	<b>22,464,000</b>	<b>2,059,500</b>

Article #	Department & Item	FY 2018		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
		Supervisory Recommendation		Requested	Requested	Requested	Requested	Requested	Requested	Requested	Requested	Requested
		AMOUNT	SOURCE									
	<b>Schools</b>											
	<u>System-wide</u>											
	Pavement Replacement Program			350,000	350,000		200,000			200,000		200,000
	Computer Technology Equipment Replacement (Elementary)			225,000	225,000	225,000	225,000	225,000	225,000	225,000	225,000	225,000
	Master Plan Update											200,000
	Vehicle Replacement										45,000	45,000
7-11	Water Fountain Replacement	115,000	Free Cash									
	<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	
7-13	Bio Retention Area Reconstruction	48,000	Free Cash							150,000		150,000
	<u>Pine Glen</u>											
	Classroom Interior Renovations (Ceilings, Lighting, Teaching Stations, Etc.)			300,000	300,000		300,000			300,000		300,000
	Kitchen / Café Equipment & Infrastructure			150,000								
	HVAC Renovations ( Mech. Exhaust/AC)			300,000		300,000		300,000		300,000		
7-12	Floor Tile Replacement (2nd floor)	165,000	Free Cash									
	Library Renovations			75,000								
	Life Safety (Fire Alarm & Sprinkler)			800,000								
	<u>Burlington High School</u>											
	School Building Renovations w/ MSBA			54,000,000								
	Performing Arts Center / Auditorium Improvements			35,000		35,000	35,000		40,000		40,000	
7-16	Field Lighting Replacement	400,000	Free Cash	330,000								
7-17	BHS Field House Improvements	138,000	Free Cash									
	Track Resurfacing/ Turf Replacement						900,000					
	Ice Rink @ Burlington High School			100,000	4,500,000							
	Interior Painting									100,000	100,000	
	Electrical Transformer Replacement									125,000		
7-15	Pump Replacement	55,000	Free Cash									
	Admin Renovations/Maint. Area Expansion			400,000								
	<u>Fox Hill</u>											
	Kitchen / Café Equipment & Infrastructure			150,000								
	Classroom Interior Renovations (Ceilings, Lighting, Teaching Stations, Etc.)			600,000		600,000		600,000		600,000		600,000
	HVAC Renovations ( Mech. Exhaust/ AC)			300,000		300,000		300,000		300,000		300,000
	Life Safety (Fire Alarm & Sprinkler)			1,000,000								
	<u>Francis Wyman</u>											
	Playground Equipment									85,000		
	Interior Painting				45,000	45,000		45,000	45,000		45,000	
16	AC Installation	200,000	Other	500,000	500,000		500,000		500,000			
7-14	Parking Lot Light Replacement	80,000	Free Cash									
	Schools Subtotal	1,201,000		59,615,000	6,020,000	1,505,000	2,260,000	1,470,000	1,810,000	2,675,000	555,000	2,020,000
	Grand Total	4,238,085		67,105,705	29,601,341	6,458,734	5,828,920	28,398,000	8,668,500	7,470,000	23,019,000	4,079,500

# **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. (i.e. Fiscal year 2016 is from July 1, 2015 through June 30, 2016).
<b>Free Cash</b>	Remaining, unrestricted funds from operations of the previous fiscal year, certified annually by the Department of Revenue.
<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.