

TOWN OF BURLINGTON



Proposed Operating Budget & 10-Year Capital Plan

Fiscal Year 2022

July 1, 2021 - June 30, 2022

Prepared by the Accounting Department



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Myrna Saltman
Adam Senesi
Salvana Shakaib
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Town Administration

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

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SECTION 1: GENERAL INFORMATION

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Town of Burlington

Ways and Means Committee

Annual Budget Recommendation Fiscal Year 2022

Dear Town Meeting Members,

The Ways and Means Committee is pleased to present the budget proposal for Fiscal Year 2022 for your consideration. The Committee has worked with the Town's financial team and elected bodies to prepare the budget since early January. This budget supports the level of services expected by Burlington residents and is supported by Burlington's elected boards and commissions.

While there are visible signs that progress is being made in the fight against the global pandemic, there is still a long way to go before we understand the full impact the pandemic will have on the Town's finances. Town Meeting reduced the FY2021 budget by \$2.1 million due to the sharp downturn in local receipts (meal/hotel taxes) and building permits during the first three months of the pandemic. The impact on the commercial sector and property valuation remains unclear as the commercial market continues to struggle. Companies have not been able to utilize their space to its fullest extent due to pandemic restrictions. Furthermore, companies shifted their employees to mandatory work from home for all work that could be done from home. As the pandemic recedes, companies are taking a fresh look at the results of the mandatory work from home experiment and adopting new policies that could reduce office space needed. A loss in commercial property taxes would result in increases to residential property taxes. The town is monitoring this situation closely for budget years FY2022 and beyond.

A hallmark of the budget process in Burlington has been stability and predictability. That approach has allowed the town to build a strong and durable financial base with good reserves, excellent financial management, and a strong community. In the event the town needs to utilize these reserves, the financial team has a plan to prioritize how reserves are used and will develop a plan for backing off usage of non-recurring reserves to fund recurring operating costs. The town is leaving three positions vacant during FY2022 and Town Meeting already approved the only two new positions approved for FY2022 at the September and January town meetings. For FY2022, the initial good news is that proposed state aid is level funded in their initial budgets.

The planning for this year's budget started in January with a discussion of the level of services to provide and the town's financial standing, income and expense projections, and the Town's levy limit. The discussion includes Ways and Means, Board of Selectmen, Treasurer, Assessors, School Superintendent, School Committee, and the Town Administrator. Subsequently, Ways and Means, the Selectmen, and the School Committee voted to support the guideline to limit the increase in operating budgets to no more than 3.25% blended across all operating budgets as revised at the September 2020 town meeting. The guideline for the school budget is 3.50% and for municipal departments and boards is 3.0%. Recent events have not changed the goal of providing consistent and effective town services though some changes are necessary.

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

Free cash is used to fund smaller one-time expenditures for capital projects and infrastructure. In the past, free cash had been accumulating due to a very positive business environment providing higher than projected local receipts from meals and hotel taxes. This year, the town is projecting that local receipts at best will be stay at their currently depressed values and that no new free cash will be recognized. The town is prioritizing capital projects that cannot be delayed due to public safety or health concerns or are important to maintain or update the town's infrastructure. Postponing other projects not needed immediately will conserve the remaining free cash balance. They will be reconsidered at a future Town Meeting.

For this fiscal year, the Committee believes the proposed FY2022 budget provides the same level of services that Burlington residents have come to expect and is within the budget guidelines. The committee is confident that the town has an effective plan for monitoring the impacts of the pandemic moving forward. We thank you in advance for your support.

The approval of the budget gives the administration the means to meet the challenge. The administration and various boards continue to be committed to spending conservatively and appropriately as the economic impact emerges and is more fully understood during FY 2022 and beyond.

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

Respectfully Submitted,

Steven Morin, Chair

The Ways and Means Committee
Fiscal Year 2022

Steven Morin, Chair
John Iler, Vice Chair
Brad D. Bond
Cody Case
Doug Davison

Phil Gallagher
Michael J. Hardy
Thomas Killilea
Frank Monaco
Rob Neufeld

Kelly Pappas
Roger S. Riggs
Sonia Rollins
David S. Tait
Jayashree Voruganti



Town of Burlington

Town Administrator

Town Administrator's Budget Message

Fiscal Year 2022

Town Meeting Members:

Enclosed please find the FY22 proposed operating budget and capital plan for the Town of Burlington and the Burlington School Department.

I would like to begin by expressing my sincere gratitude to Town staff and our appointed and elected officials who worked tirelessly to provide the highest level of service to the community despite the many obstacles created by the COVID-19 public health emergency. I would also like to extend my thanks to the residents of Burlington for their patience and understanding.

Our goal for FY22, though complicated by the impact of the pandemic, continues to be to build a sustainable financial model that will assist us in maintaining level services and invest in infrastructure, while simultaneously controlling the increase in the tax levy, maintaining reasonable fees, addressing long-term liabilities, and maintaining reserves.

Effect of the Public Health Emergency

The FY21 budget was presented to Town Meeting in June of 2020. With so much still unknown about the financial impact of the pandemic, the Administration requested that the budget be approved as presented, with a commitment that it would return in September armed with more data and proposed reductions, if necessary. In September 2020, when it became clear that revenue estimates would be substantially impacted, the Administration returned with \$2.1 million dollars in budget cuts. A lion's share of the cuts came from the Accommodated Accounts, in particular a significant reduction of the contribution to the OPEB trust fund. The Town and Schools then both made budget reductions totaling \$350 thousand each. Capital warrant article requests were trimmed down to the highest priority items. In preparation for the FY22 budget, the finance team has worked hard to stay on top of the ever-changing situation. That being said, the true impact of the pandemic may not be fully realized for years to come.

Years of conservative budgeting and careful financial planning have put us in a strong financial position, however difficult decisions may still lie ahead.

Operating Budget

The FY22 budget proposal represents a commitment to that conservative budgeting and careful financial planning. The Administration requested that each department level fund their budget, with the exception of pre-existing contractual obligations.

Despite the difficulties created by the pandemic, the Administration maintains its commitment to controlling the increase on the tax levy. The finance team initially proposed an operating budget guideline of 3% blended between the Town (2.75%) and the Schools (3.25%). However, after significant discussion and input it was determined that a 3% increase would have too great of an impact on services to residents and students. As a result, the Administration amended its operating budget recommendation to 3.25% blended. With this guideline the goal was to keep the tax levy increase under 5%. We are pleased to say that we were successful in meeting that goal.

Another goal in FY22 is to restore programs and services lost in FY21, as well as continue to address long term liabilities such as OPEB.

The proposed operating budget totals \$152,291,800, which represents a 4.00% increase over the prior year. This increase was driven primarily by financial obligations largely outside the control of the Administration such as waste removal, special education tuition, regional school assessments and health insurance. These accounts are referred to as "Accommodated Accounts" also known as "Fixed Costs", which have been separated from department budgets because they are universally applicable, mandated expenses, or would unfairly impact the ability of the department to meet guideline. The Administration was able to bring the Accommodated Accounts in at 5.26%

Capital Improvement Plan

In response to the financial uncertainty created by the pandemic, the FY21 capital plan was scaled back to preserve the Town's reserves. The proposed FY22 capital investment, while still conservative and comprised of high priority items, also considers that it is not prudent to defer too much capital investment, as such deferral can result in increases in maintenance, future cost increases, and potentially impact service delivery.

The Town's Capital Improvement Plan (CIP) was developed as a mechanism for ensuring the maintenance of existing infrastructure and assets, while planning for future needs. This year's plan contains a variety of projects geared toward meeting that goal. The plan contains significant investment in the Town's water/sewer system, including pump station maintenance and water main upgrades and replacement. It also includes funding for facility upgrades and energy conservation measures aimed at increasing efficiency and decreasing future operational costs. Additionally, as is the case every year, the plan requests funding for the vehicle replacement program. The Department of Public Works maintains a carefully constructed vehicle replacement program aimed at maximizing the useful life of equipment, while replacing before the associated maintenance costs become too great.

This year's capital plan also demonstrates the Town's strong commitment to public safety. It includes a request for a public safety communication equipment upgrade to replace aging and obsolete communications infrastructure to provide strong and reliable communication for our Fire, Police and Public Works departments throughout Town. All of the items proposed on this plan have been carefully vetted and determined to be a priority.

General Goals and Objectives

As always the main goal of the Administration is to provide quality service at the best value to the taxpayer. Our approach to financial planning and the guideline setting process is aimed at carefully managing the tax levy increase, now and into the future.

We continue to work toward the goal of improving the flow of information to our residents. This spring, the Town was awarded a community compact grant from the state to fund the development of a Town-wide comprehensive communications plan. The plan is intended to address all areas of digital communication to improve how the Town communicates with residents. To do so we need to have a better understanding of how our residents obtain and engage with information, so that we can present it in a way that is most effective.

We are already doing this through our websites. Our current website has just received an update to be more user-friendly and we are in the process of bringing a new website online that will focus on business and amenities here in Burlington. But knowing that a website is not the sole means of reach anymore we are aware that we need to develop a larger communications 'picture' that we can bring into focus.

Improving the Town's transportation system is also a priority for the Administration. In February of 2020, right before the pandemic struck, the Town initiated a ride-share subsidy pilot program to replace B-Line bus service. Through this program, eligible residents can take advantage of Lyft's rideshare services, with a portion of each ride, that either originates or terminates in Burlington, subsidized by the Town. The program provides curb to curb service, so that riders are not constrained to the limited routes and hours of operation previously placed on them by the B-Line. While program growth staggered at the onset of the pandemic, ridership is increasing and the program is becoming established.

Financial Goals and Objectives

The Administration strives to maintain the Town's AAA bond rating. The AAA rating, which is the highest rating assigned by S&P Global Ratings, is used to demonstrate the credit-worthiness of a municipality and ensure that we receive the most favorable rates for borrowing. It affirms the Town's dedication to stable financial management, and sustainable budgeting. Similarly, we will continue to effectively manage the Town's debt and reduce our outstanding liabilities. Throughout this fiscal year, the Administration will continue to increase collaboration and efficiencies between the finance-related departments.

Infrastructure Goals and Objectives

One of the greatest challenges currently facing the Town is the management of our water supply system. The combination of increased demand on a system with limited capacity, and the need to stay ahead of increasingly stringent, and constantly changing water testing requirements, has created a strain on the system. Years of planning a response to this issue are finally coming to fruition.

In FY19, Town Meeting approved an appropriation to tap into the MWRA ('Massachusetts Water Resources Authority') water line to increase our capacity temporarily while a new water main is being constructed that will connect directly with the MWRA's main hookup. That project is currently in progress, and is anticipated to be completed by FY24.

Once that connection is completed and functional, the Town will begin the process to decommission the Vine Brook Water Treatment Plant. The Mill Pond Water Treatment Plant will continue to provide water to the Town into the future.

Economic Development Goals

Economic development has long been a priority of the Administration. We understand that there is a direct correlation between a healthy, diverse, and growing commercial sector and its impact on the Town's ability to maintain services and invest in infrastructure while minimizing the tax burden on the residents. When the position of Economic Development Director ('EDD') was created in FY20, we anticipated the position playing a key role in doing that, but we never could have anticipated how critical that role would become in dealing with the issues created by the pandemic and the eventual recovery.

The initial charge given to the Economic Development Director was to organize a framework of action over the next three to five years and enhance interdepartmental coordination to achieve long term community goals. The arrival of the pandemic reordered priorities and the Economic Development Office swiftly pivoted to confront the immediate economic challenges posed.

The Economic Development Director worked to disseminate information on federal stimulus for businesses and secured state recovery grants. The EDD served as the Town's point of contact for business communication creating an e-newsletter with over 1,300 business contacts and sharing information and resources on various federal stimulus support; based on state reports, over 750 Burlington-based businesses received some funding from the federal stimulus programs. The EDD also worked to secure state funding including a \$100K grant that offered eight small independent businesses with grant funding to cover expenses through the year. In addition, the EDD, sanctioned by the Select Board and Planning Board, collaborated with Town staff to form a task force to facilitate the approval of temporary reopening requests as the businesses creatively worked to reopen safely by experimenting with outdoor dining, mobile COVID testing sites, and other innovative practices such as outdoor fitness and pop-up uses to aid in recovery.

The Economic Development Office along with the Town Administrator and related departments such as Planning and Public Works have tackled the challenges of the pandemic with a perspective that amidst the adversity there is new opportunity and growth, especially if we plan for the upswing and beyond. To this end, over the last year the EDD has leveraged state programs to help fund projects for long term recovery and resilience focused on the community's economic objectives: evolving the Mall Road Corridor, growing the life sciences cluster, and enhancing the Town Center.

- To inspire new thinking about the next generation of the suburban mall model and the Mall Road commercial corridor in general, the EDD led an Urban Land Institute ("ULI") Virtual Panel discussion engaging stakeholders from Simon and Macy's, Town officials, and real

estate experts to proactively plan and guide future development. The momentum from the ULI discussion led to a \$25K grant from the Metropolitan Area Planning Council MAPC for the development of a market analysis and development program which will kick off in spring 2021. The goal of these efforts will be to develop new zoning strategies that align with the Master Plan and encourage quality infill design, walkability, and a strategic mix of uses – in line with leading trends on reshaping the suburban landscape through smart growth initiatives for sustainability.

- Diversifying the office base by augmenting the life sciences cluster is another goal for the Town. Changes to the zoning by Town Meeting in January 2020 have led to exciting new activity including a new-to-Burlington lab incubator provider, Azzur, at 60 Blanchard Road. In addition, the Gutierrez Company initiated the permitting of 300 Summit Drive (a lab/office project) this year, followed shortly by MilliporeSigma's announcement that they purchased their Burlington headquarters building - a testament to the company's commitment to the area. To support these types of development, the Town has been working on increasing the water capacity and reliability with a phased plan to connect to the Massachusetts Water Resources Authority; the EDD contributed to a successful team effort for a MassWorks grant for \$3.5M which will advance the water project timeline. In addition, the EDD secured \$300K of state funding for a new workforce development program in partnership with the Town of Bedford that offers low-to-moderate income residents grants to train in the life science or healthcare fields thereby increasing the area's talent pool and offering job opportunities closer to home.
- To aid in the recovery of the small businesses in the Town Center, the EDD worked with the Massachusetts Downtown Initiative to create a "Town Center Placemaking Playbook" – a people driven plan for temporary activities and installations intended to generate fresh interest and foot traffic with the goal to increase business activity and strengthen the sense of community. A community and business survey was conducted in the later part of 2020 with over 525 respondents. A pilot installation is tentatively planned for the summer of 2021.

Lastly, the EDD launched an effort to enhance communication and marketing for Burlington, specifically for the commercial ecosystems in town and sharing the area's business inventiveness through an improved web presence. The effort includes creating a dynamic commercially focused website highlighting the industry clusters such as healthcare, additive manufacturing, and life sciences as well as the rich amenity base in Town. The website is expected to launch in the spring of 2021 with an associated regular social media calendar that promotes the Town to targeted audiences and shares the ingenuity of our residents and local businesses.

Planning for the Future

Planning for the future has become increasingly important as we work to recover from the impacts of the pandemic. The Administration is committed to continuing to budget conservatively, while maintaining high quality services. Beyond recovery from the pandemic, we anticipate the most critical future needs will be related to Town and School buildings and water

infrastructure. Planning for these projects is already underway. The Town maintains a robust 20 year debt planning document which includes all major projects anticipated. The schedule is regularly adjusted as needs and priorities change, but it provides a roadmap which has proven to be invaluable in allowing to plan for, and fund large projects without adversely impacting the tax levy or service levels.

Conclusion

This document presented for your consideration is really a representation of all of the work done by our department heads, town and school staff, and board and committee members throughout the year. Although every year I am increasingly impressed by and grateful for all that they do for this community, the extraordinary circumstances from this past year have shown that our team is second to none.

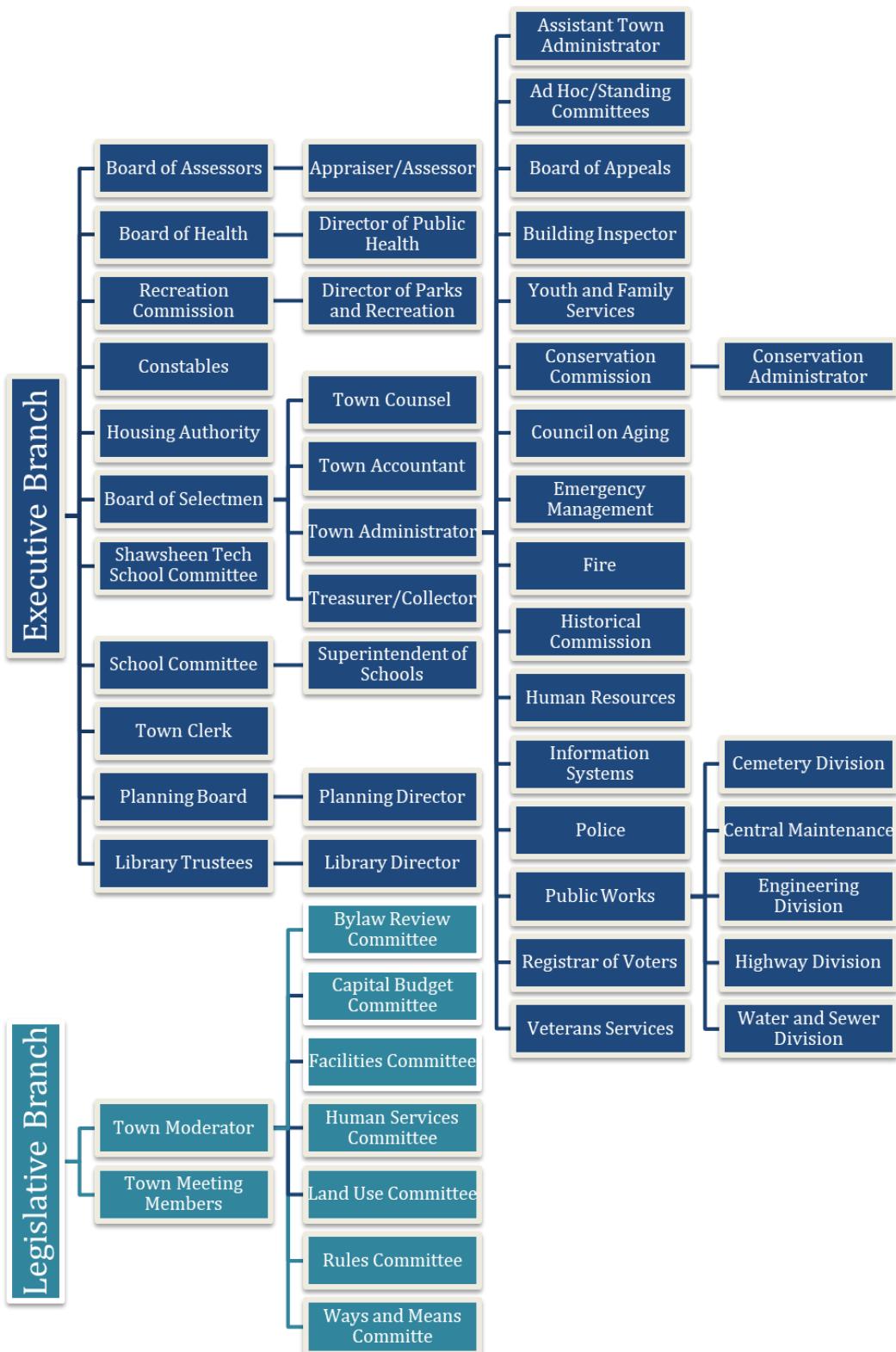
Sincerely,

A handwritten signature in black ink that reads "Paul F. Sagarino Jr." The signature is fluid and cursive, with "Paul F." on the first line and "Sagarino Jr." on the second line.

Paul F. Sagarino Jr.
Town Administrator

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TOWN ORGANIZATIONAL CHART



TOWN PROFILE

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

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

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

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

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

TOWN DATA

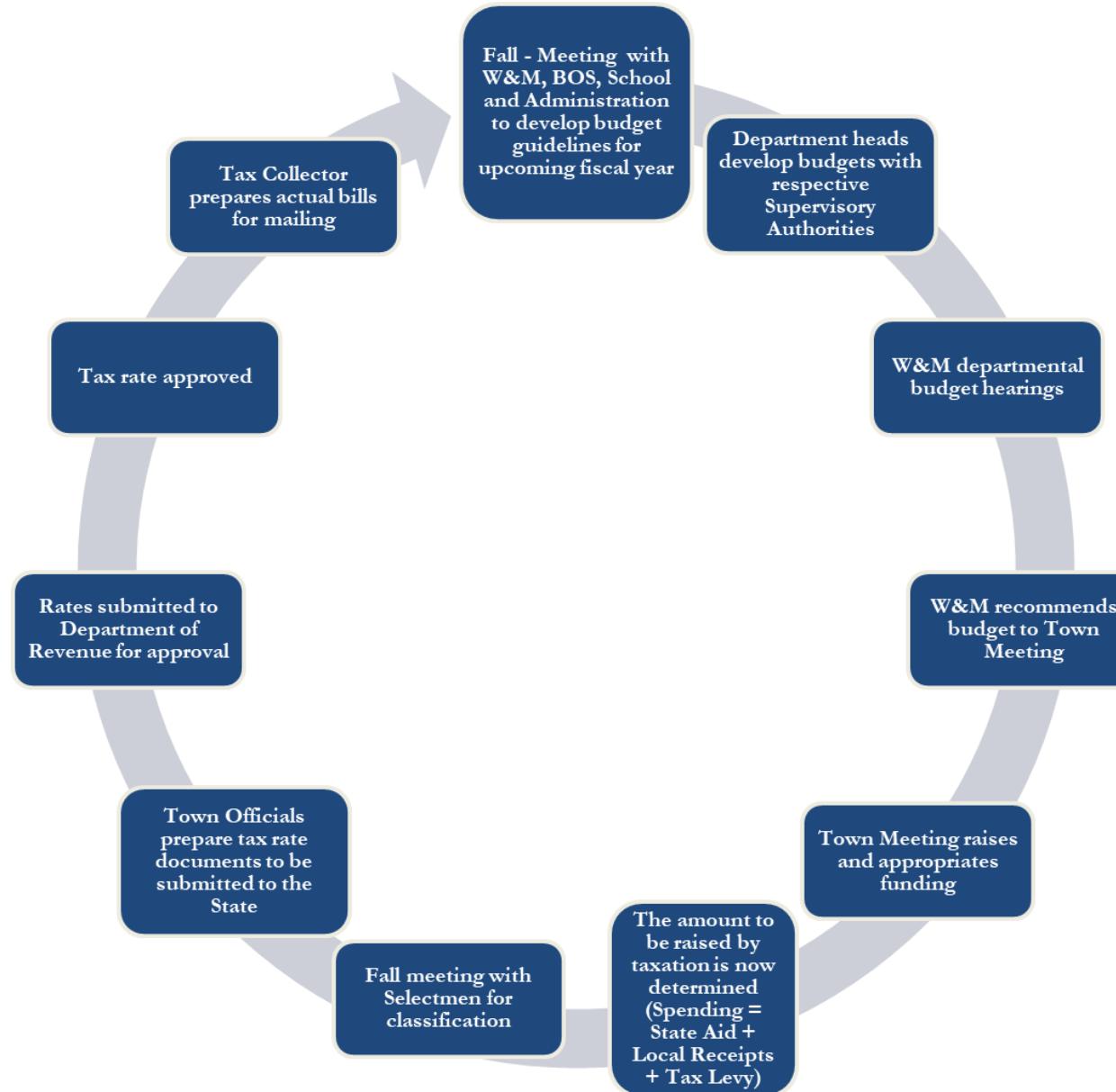
Official Name:	Town of Burlington	Per Capita Income:	45,962 (2017)
Year Settled:	1641	School Enrollment	3,533 (2018)
Year Incorporated:	1799		
County:	Middlesex		
Form of Government:	Representative Town Meeting		
Total Area:	11.9 square miles		
Land	11.8 square miles		
Water	.01 square miles		
Population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



Terri Keene, Burlington DPW
Source: US Census, MA Dept. of Elementary and Secondary Education

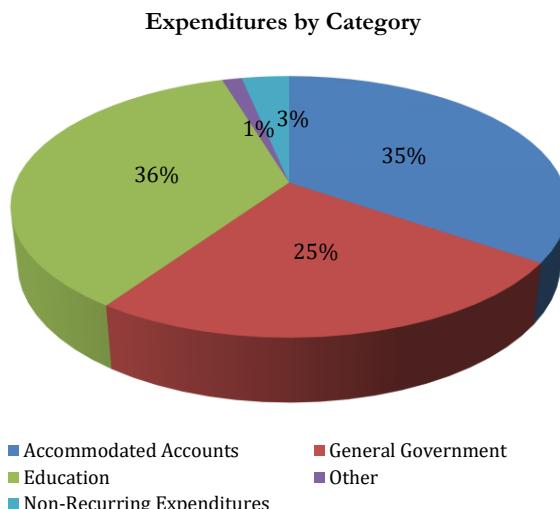
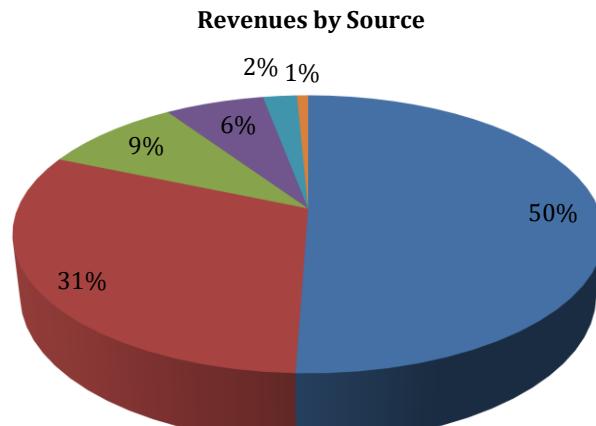
BUDGET PROCESS		BUDGET CALENDAR	
<p>The Town of Burlington is governed by representative Town Meeting and a five member Board of Selectmen assisted by a Town Administrator. Local school affairs are administered by a School Committee of five persons, elected for three years on a staggered basis. Local taxes are assessed by a Board of Assessors elected for staggered three-year terms.</p> <p>The Town Administrator is responsible for the preparation and format of a uniform budget document, which is acceptable to the Ways and Means Committee; for all departments or agencies under the Selectmen's jurisdiction.</p>		<p>July Fiscal year begins on July 1.</p> <p>September Amount to be raised by taxation, for current fiscal year, is determined.</p> <p>November Board of Selectmen determine current fiscal year tax rate. Town officials prepare and submit tax rate to Department of Revenue.</p> <p>December Current fiscal year tax rate is approved by Department of Revenue.</p> <p>Ways and Means, Board of Selectmen and, School Committee, and the Administration develop budget guidelines for next fiscal year.</p> <p>January Department heads develop budgets with supervisory authority.</p> <p>February- April Departments present budgets to Ways and Means.</p> <p>May Annual Town Meeting votes to raise and appropriate funds for next fiscal year.</p> <p>June Fiscal year ends June 30.</p>	
<p><u>Board of Selectmen</u></p> <p>The Board of Selectmen reviews all requests and presents the budget to Town Meeting for approval.</p>			
<p><u>Ways and Means</u></p> <p>The members of the Ways and Means Committee are appointed by the Town Moderator. Ways and Means is responsible for reviewing all financial aspects of the Town government and providing a recommendation to Town Meeting on the operating budget or any warrant articles</p>			
<p><u>Capital Budget Committee</u></p> <p>The members of the Capital Budget Committee are also appointed by the Town Moderator and consider all matters relating to proposed expenditures of money by the Town for capital items and projects.</p>			

THE BUDGET CYCLE



FY 2022 BUDGET OVERVIEW

REVENUES	
<i>Recurring Revenues</i>	
Tax Levy	129,887,401
Commercial	80,660,076
Residential	49,227,325
State Receipts	10,339,808
School Chapter 70	7,104,731
Charter School Reimbursement	32,018
School Offset Programs	120,000
Unrestricted General Govt. Aid	2,878,214
Veterans Benefits Reimbursement	79,937
Veterans Blind & Surviving Spouse	81,533
Public Libraries	43,375
Local Receipts	14,592,758
Motor Vehicle Excise	4,097,758
Other Excise	1,415,000
Local Meals Tax	1,300,000
Penalties and Interest	325,000
In Lieu of Taxes	520,000
Water Usage Charges	3,600,000
Ambulance User Charges	625,000
Rentals	400,000
Licenses & Permits	1,000,000
Department Revenues	840,000
Fines & Forfeits	10,000
Interest of Invested Cash	200,000
Medical Assistance Reimbursement	260,000
<i>Non-Recurring Revenues</i>	
Free Cash	3,538,864
Special Revenue Funds	1,170,039
Prior Appropriations Transferred	0
Overlay Excess	200,000
TOTAL	159,728,870



EXPENDITURES	
<i>Recurring Expenditures</i>	
Accommodated Accounts	55,333,645
Unemployment	100,000
Health Insurance	15,028,422
FICA/Medex	1,260,128
Retirement Contribution	0
General Town Insurance	1,156,399
Audit	60,000
Waste Removal	2,244,200
Street Lights	370,500
DEP Drinking Water Assessment	15,000
Hazardous Waste Collection	50,000
Mosquito Control	45,743
Debt Principal	4,386,593
Debt Interest	2,390,179
Middlesex Retirement	11,757,449
SPED Tuition & Transportation	12,333,456
Regional School-Shawsheen	2,593,065
Regional School-Essex Tech/Minute	240,018
B-Line Transportation	50,000
OPEB	852,493
Capital Improvements	400,000
General Government	39,821,044
Education	57,137,111
Other	2,168,167
State Assessments	1,004,792
Allowance for Abatements	1,000,000
Cherry Sheet Offsets	163,375
<i>Non-Recurring Expenditures</i>	
Deficit Accounts (Snow & Ice)	360,000
Special Warrant Articles	4,908,903
TOTAL	159,728,870

FIVE YEAR BUDGET SUMMARY

	Budget <u>FY 2018</u>	Budget <u>FY 2019</u>	Budget <u>FY 2020</u>	Projection <u>FY 2021</u>	Projection <u>FY 2022</u>	% <u>Increase</u>
Tax Levy Limit	\$ 117,266,931	\$ 123,645,874	\$ 130,007,611	\$ 136,366,075	\$ 141,275,227	
RECURRING REVENUES						
Taxes levied or Budgeted to be levied	\$ 106,921,270	\$ 112,128,115	\$ 117,292,075	\$ 123,791,535	\$ 129,887,401	4.92%
Local Receipts	\$ 15,815,405	\$ 16,113,475	\$ 16,692,758	\$ 14,592,758	\$ 14,592,758	0.00%
State Receipts (Cherry Sheet)	\$ 9,131,463	\$ 9,609,507	\$ 9,991,068	\$ 10,146,226	\$ 10,339,808	1.91%
School Building Assistance	\$ 258,785	\$ -	\$ -	\$ -	\$ -	
TOTAL REVENUES	\$ 132,126,923	\$ 137,851,097	\$ 143,975,901	\$ 148,530,519	\$ 154,819,967	4.23%
RECURRING EXPENDITURES						
Accommodated Accounts	\$ 45,341,778	\$ 48,269,049	\$ 51,114,054	\$ 52,567,844	\$ 55,333,645	5.26%
General Government	\$ 34,937,174	\$ 35,967,327	\$ 37,655,496	\$ 38,665,631	\$ 39,821,044	2.99%
Education	\$ 49,630,584	\$ 51,367,656	\$ 53,468,307	\$ 55,204,938	\$ 57,137,111	3.50%
Allowance for Abatements (overlay)	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	0.00%
State Assessments (Cherry Sheet)	\$ 703,924	\$ 725,511	\$ 836,734	\$ 1,001,304	\$ 1,004,792	0.35%
State Offset Items (Cherry Sheet)	\$ 206,918	\$ 145,628	\$ 155,937	\$ 163,375	\$ 163,375	0.00%
<i>Sub-total - Recurring Expenditures</i>	<i>\$ 131,820,378</i>	<i>\$ 137,475,171</i>	<i>\$ 144,230,528</i>	<i>\$ 148,603,092</i>	<i>\$ 154,459,967</i>	<i>3.94%</i>
NON-RECURRING EXPENDITURES						
Deficit Accounts	\$ 406,545	\$ 475,931	\$ 176,025	\$ 67,428	\$ 360,000	433.91%
Special Warrant Articles	\$ 7,740,640	\$ 9,944,865	\$ 7,300,857	\$ 3,764,310	\$ 4,908,903	30.41%
TOTAL EXPENDITURES	\$ 139,967,563	\$ 147,895,967	\$ 151,707,410	\$ 152,434,829	\$ 159,728,870	4.79%
SURPLUS/(DEFICIT)	\$ (7,840,640)	\$ (10,044,870)	\$ (7,731,509)	\$ (3,904,310)	\$ (4,908,903)	
NON-RECURRING REVENUES						
Free Cash	\$ 6,272,725	\$ 8,071,492	\$ 5,819,576	\$ 2,522,544	\$ 3,538,864	40.29%
Non Recurring Local Receipts	\$ -	\$ -	\$ -	\$ -	\$ -	
Special Revenue Funds	\$ 1,567,915	\$ 1,210,519	\$ 1,201,281	\$ 1,231,766	\$ 1,170,039	-5.01%
Prior Unexpended Appropriations	\$ -	\$ -	\$ 330,652	\$ -	\$ -	
Excess Allowance for Abatements	\$ -	\$ 762,859	\$ 380,000	\$ 150,000	\$ 200,000	33.33%
TOTAL NON-RECURRING REVENUES	\$ 7,840,640	\$ 10,044,870	\$ 7,731,509	\$ 3,904,310	\$ 4,908,903	25.73%
SURPLUS/(DEFICIT)	\$ -	\$ -	\$ -	\$ -	\$ -	

RECURRING EXPENDITURES

Accommodated Accounts

This category is utilized by the Town to classify several types of budgets. The first type is expenditures that are applicable to all departments such as employee benefit costs, general insurance, and debt service. Another is expenditures that have proven difficult to control which have been broken out of Town and School operating budgets as their inclusion would put those departments at an unfair disadvantage in meeting the Town's budget guidelines. Examples of these budgets would be Special Education from the School Department and Trash Removal from Public Works. Another common attribute of budgets classified as Accommodated is that they are typically mandated expenditures for which the Town has little control over the cost. This year's budget includes the fifth year of the Town's scheduled payment to address it's liability for Other Post Employments Benefits (OPEB) in accordance with the plan that was presented at Town Meeting in February of 2015. A next actuarial study for OPEB is underway and will be finalized in the fall of 2021. After a one year deviation from the funding schedule, the budget plan includes a full payment full FY22. The Town will continue to evaluate the funding schedule biannually as the actuarial study is updated. Accommodated Accounts are denoted with an (AA) in the detail of the budget document section of this book. The chart below illustrates a five year comparison of these budgeted costs.

Accommodated Accounts – 5 Year Comparative

	Budget FY 2018	Budget FY 2019	Budget FY 2020	Projection FY 2021	Projection FY 2021	% Increase
Unemployment	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	0.00%
Health Insurance	\$ 12,888,120	\$ 13,339,204	\$ 13,739,380	\$ 14,222,730	\$ 15,028,422	5.66%
F.I.C.A./Medex	\$ 1,093,599	\$ 1,098,597	\$ 1,142,979	\$ 1,200,128	\$ 1,260,128	5.00%
Retirement Contribution	\$ 1,256	\$ 1,256	\$ 1,256	\$ 1,256	\$ -	-100.00%
General Town Insurance	\$ 905,000	\$ 956,000	\$ 1,006,273	\$ 1,106,273	\$ 1,156,399	4.53%
Audit	\$ 65,000	\$ 80,000	\$ 80,000	\$ 60,000	\$ 60,000	0.00%
Waste Removal	\$ 1,728,000	\$ 2,029,900	\$ 2,113,530	\$ 2,198,030	\$ 2,244,200	2.10%
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	\$ 35,000	\$ 32,000	\$ 32,000	\$ 50,000	\$ 50,000	0.00%
Mosquito Control	\$ 42,061	\$ 43,037	\$ 43,953	\$ 44,846	\$ 45,743	2.00%
Debt Principal	\$ 4,481,627	\$ 4,349,842	\$ 4,623,222	\$ 4,348,634	\$ 4,386,593	0.87%
Debt Interest	\$ 1,813,145	\$ 2,020,615	\$ 2,259,025	\$ 2,200,743	\$ 2,390,179	8.61%
Middlesex Retirement System	\$ 8,841,933	\$ 9,454,623	\$ 9,987,321	\$ 10,675,811	\$ 11,757,449	10.13%
Special Ed Tuition & Transportation	\$ 9,576,365	\$ 10,975,670	\$ 12,018,051	\$ 12,615,139	\$ 12,333,456	-2.23%
Shawsheen Regional School	\$ 2,345,972	\$ 2,291,429	\$ 2,389,971	\$ 2,516,373	\$ 2,593,065	3.05%
Essex Regional School	\$ 91,875	\$ 108,500	\$ 58,000	\$ 217,424	\$ 240,018	10.39%
B-Line Transportation	\$ 50,000	\$ 50,000	\$ 120,000	\$ 120,000	\$ 50,000	-58.33%
Other Post Employment Benefits T/	\$ 597,325	\$ 652,876	\$ 713,593	\$ 104,957	\$ 852,493	712.23%
Capital Improvements	\$ 300,000	\$ 300,000	\$ 300,000	\$ 400,000	\$ 400,000	0.00%
Total	\$ 45,341,778	\$ 48,269,049	\$ 51,114,054	\$ 52,567,844	\$ 55,333,645	5.26%

General Government

This category is utilized by the Town to budget for all aspects of Town operations with the exception of Education. These areas include General Government, Public Safety, Public Works, Human Services, Culture and Recreation, and the Ways and Means Reserve Fund. Within the category of General Government budgets individual department budgets may exceed the operating budget guideline, but it is the intention of management that the overall General Government percentage increase will meet the guideline. The Town administration is happy to report that the Town Operating budget increase is approximately 3% which when combined with the proposed School Department operating budget increase of 3.5% results in a blended operating budget increase of approximately 3.25% which is in line with the operating budget guideline set by the Ways and Means Committee for fiscal year 2022.

Education

This category is utilized by the Town to budget for all of the operating costs of the Burlington Public Schools with the exception of the Regional High School Assessment for Shawsheen, the Non-member tuition for Essex and Minuteman, and the Tuitions and Transportation portion of Special Education which are included as Accommodated Accounts. The School Administration would like to report an overall operating budget increase of 3.5% for fiscal year 2022.

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 2018	Budget FY 2019	Budget FY 2020	Projection FY 2021	Projection FY 2022	% Increase
Air Pollution Dist (C.676)	\$ 10,536	\$ 10,811	\$ 11,102	\$ 11,801	\$ 12,198	3.36%
RMV Non-renewal	\$ 16,100	\$ 16,100	\$ 18,780	\$ 15,429	\$ 15,771	2.22%
MBTA	\$ 556,612	\$ 571,204	\$ 587,098	\$ 643,774	\$ 648,351	0.71%
Metro Area Planning Council	\$ 13,198	\$ 13,504	\$ 13,880	\$ 15,080	\$ 15,080	0.00%
Tuition Assessments	\$ 107,478	\$ 113,892	\$ 205,874	\$ 315,220	\$ 313,392	-0.58%
School Offsets **	\$ 176,074	\$ 113,690	\$ 123,469	\$ 120,000	\$ 120,000	0.00%
Public Libraries (C78,S19A) **	\$ 30,844	\$ 31,938	\$ 32,468	\$ 43,375	\$ 43,375	0.00%
Total	\$ 910,842	\$ 871,139	\$ 992,671	\$ 1,164,679	\$ 1,168,167	0.30%

NON RECURRING EXPENDITURES

Deficit Accounts

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

Special Warrant Articles

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

RECURRING REVENUES

Taxes Budgeted to be Levied

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

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

Property Taxes Levy Actual and Budgeted – Five Year Comparative

	Budget FY 2018	Budget FY 2019	Budget FY 2020	Projection FY 2021	Projection FY 2022
Previous Levy Limit	\$ 111,067,434	\$ 117,266,931	\$ 123,645,874	\$ 130,007,611	\$ 136,366,075
2.5% Limit	\$ 2,776,686	\$ 2,931,673	\$ 3,091,147	\$ 3,250,190	\$ 3,409,152
New Growth	\$ 3,422,812	\$ 3,447,269	\$ 3,270,590	\$ 3,108,274	\$ 1,500,000
Override	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ 117,266,932	\$ 123,645,873	\$ 130,007,611	\$ 136,366,075	\$ 141,275,227
Exclusion Debt	\$ -	\$ -	\$ -	\$ -	\$ -
Exclusion - Capital Asset	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Levy Limit	\$ 117,266,932	\$ 123,645,873	\$ 130,007,611	\$ 136,366,075	\$ 141,275,227
Excess Capacity	\$ 10,345,661	\$ 11,517,759	\$ 12,715,535	\$ 12,574,540	\$ 11,387,826
Property Taxes Levied	\$ 106,921,270	\$ 112,128,115	\$ 117,292,075	\$ 123,791,535	\$ 129,887,401

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 FY2022 is currently budgeted at 4.92%.

Local Receipts

This category includes locally generated revenue other than real and personal property taxes and makes up approximately 9.4% 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. For several years before the pandemic the Town had been able to utilize increases in local receipts provided by a robust local economy to offset increases to the tax levy. During FY21, the economic effects of the global pandemic resulted in a midyear budget reduction of \$2.1M. For FY22 the Town continues to reduce its reliance on local receipts in this year’s budget. The following chart details the previous five years of budgeted local receipts.

Budgeted Local Receipts – Five Year Comparative

	Budget FY 2018	Budget FY 2019	Budget FY 2020	Projection FY 2021	Projection FY 2022
Motor Vehicle Excise	\$ 3,810,405	\$ 3,933,475	\$ 4,097,758	\$ 4,097,758	\$ 4,097,758
Hotel Excise	\$ 2,525,000	\$ 2,550,000	\$ 2,710,000	\$ 1,400,000	\$ 1,415,000
Local Meals Tax	\$ 1,700,000	\$ 1,725,000	\$ 1,750,000	\$ 1,260,000	\$ 1,300,000
Penalties & Interest (Tax & Excise)	\$ 375,000	\$ 400,000	\$ 400,000	\$ 325,000	\$ 325,000
In Lieu of Taxes (Limited)	\$ 520,000	\$ 520,000	\$ 520,000	\$ 520,000	\$ 520,000
Water User Charges	\$ 3,425,000	\$ 3,425,000	\$ 3,505,000	\$ 3,505,000	\$ 3,600,000
Ambulance User Charges	\$ 725,000	\$ 775,000	\$ 775,000	\$ 775,000	\$ 625,000
Rentals	\$ 375,000	\$ 400,000	\$ 450,000	\$ 400,000	\$ 400,000
Departmental Revenues	\$ 900,000	\$ 900,000	\$ 900,000	\$ 840,000	\$ 840,000
Licenses & Permits	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Fines & Forfeits	\$ 25,000	\$ 25,000	\$ 25,000	\$ 10,000	\$ 10,000
Investment Earnings	\$ 225,000	\$ 250,000	\$ 300,000	\$ 200,000	\$ 200,000
Medical Assistance Reimbursements	\$ 210,000	\$ 210,000	\$ 260,000	\$ 260,000	\$ 260,000
TOTAL LOCAL RECEIPTS	\$ 15,815,405	\$ 16,113,475	\$ 16,692,758	\$ 14,592,758	\$ 14,592,758

State Receipts (Cherry Sheet)

State Aid represents approximately 6.6% of the Town's recurring revenues. The Town receives revenue for both General Government and Education purposes. All of these funds with the exception of "offsets" (**) are available to be used to support any Town purpose and are not earmarked for one department's use. The Town normally forecasts State Receipts based upon the most current information available from the State as of the time of Annual Town Meeting. However, as we did with local receipts, this year we have projected no increase in the revenues. These amounts are subject to change as the State's budget process progresses. The following chart details a five year history of the various types of State Receipts.

State Receipts – Five Year Comparative

	Budget FY 2018	Budget FY 2019	Budget FY 2020	Projection FY 2021	Projection FY 2022	% Increase
School Chapter 70	\$ 6,128,596	\$ 6,560,142	\$ 6,851,477	\$ 7,002,131	\$ 7,104,731	1.47%
Charter Tuition Assess Reimb	\$ 3,572	\$ 23,085	\$ 30,436	\$ 33,549	\$ 32,018	-4.56%
School Offset Programs **	\$ 176,074	\$ 113,690	\$ 123,469	\$ 120,000	\$ 120,000	0.00%
Subtotal Education	\$ 6,308,242	\$ 6,696,917	\$ 7,005,382	\$ 7,155,680	\$ 7,256,749	1.41%
Unrestricted General Govt Aid	\$ 2,616,206	\$ 2,707,773	\$ 2,780,883	\$ 2,780,883	\$ 2,878,214	3.50%
Veterans Benefits Reimbursed	\$ 67,286	\$ 63,606	\$ 66,584	\$ 59,544	\$ 79,937	34.25%
Vets, Blind & Surviving Spouse (C59)	\$ 108,885	\$ 109,273	\$ 105,751	\$ 106,744	\$ 81,533	-23.62%
Public Libraries (C78,S19A) **	\$ 30,844	\$ 31,938	\$ 32,468	\$ 43,375	\$ 43,375	0.00%
Subtotal General Government	\$ 2,823,221	\$ 2,912,590	\$ 2,985,686	\$ 2,990,546	\$ 3,083,059	3.09%
TOTAL STATE RECEIPTS	\$ 9,131,463	\$ 9,609,507	\$ 9,991,068	\$ 10,146,226	\$ 10,339,808	1.91%

School Building Assistance

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

NON RECURRING REVENUES

Free Cash

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

Due to the unpredictability and wide fluctuation of certified Free Cash amounts, it is suggested that Free Cash be used to fund one-time expenditures as opposed to annual operating budgets. The following chart shows a history of the Town's certified Free Cash over the last eight fiscal years. The FY2022 Projection specifies approximately \$3,538,864 of Free Cash to fund the capital plan and other recurring financial warrant articles. A portion of the additional Free Cash will be requested to fund a portion of the large capital items appearing on the warrant. This will allow for continued financial flexibility in the Town's borrowing program for large construction projects. This amount would be adjusted down with the postponement of any warrant articles referenced in the non-recurring expenditure section.

Certified Free Cash – Recent History

June 30 2011	June 30 2012	June 30 2013	June 30 2014	June 30 2015	June 30 2016	June 30 2017	June 30 2018	June 30 2019	June 30 2020
\$ 7,177,180	\$ 7,461,250	\$ 9,021,382	\$ 9,162,834	\$ 9,774,949	\$ 11,250,328	\$ 12,732,930	\$ 11,672,567	\$ 13,359,958	\$ 16,778,709

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 Inflow Infiltration.....	\$ 77,975
Chapter 90 Highway.....	\$ 1,092,064
Total.....	\$ 1,170,039

Prior Unexpended Appropriations

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

Overlay Surplus

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

	Budget FY 2018	Budget FY 2019	Projection FY 2020	Projection FY 2021	Projection FY 2022
Overlay Surplus	\$ -	\$ 762,859	\$ 380,000	\$ 150,000	\$ 200,000

SECTION 2: OPERATING BUDGETS

GENERAL GOVERNMENT

113 – TOWN MEETING AND REPORTS

Description of Services

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

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

Staffing

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

Budget Issues

None. This budget is level funded for FY22.

	ACTUAL 2019	ACTUAL 2020	TOTAL 2021	DEPT 2022	SUPER- VISORY	W&M 2022
Salaries						
1- Part Time	2,183	1,159	3,333	3,333	3,333	3,333
1- TOTAL SALARIES	2,183	1,159	3,333	3,333	3,333	3,333
Expenses						
2- Contracted Services	12,442	16,160	12,575	12,575	12,575	12,575
2- TOTAL EXPENSES	12,442	16,160	12,575	12,575	12,575	12,575
GRAND TOTAL						
14,625						
17,319						
15,908						
15,908						
15,908						
0.00%						

119 – LEGISLATIVE COMMITTEES

Description of Services

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

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

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

Staffing

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

Budget Issues

None.

	ACTUAL 2019	ACTUAL 2020	TOTAL 2021	DEPT 2022	SUPER- VISORY	W&M 2022
Salaries						
Part Time (WM)	3,711	2,955	3,756	3,756	3,756	3,756
Part Time (CBC)	234	508	838	838	838	838
Part Time (ZBRC)	0	343	2,000	1,500	1,500	1,500
Part Time (BLR)	0	0	1,500	1,500	1,500	1,500
Elect/Appoint (MOD)	150	150	150	150	150	150
3- TOTAL SALARIES	4,094	3,956	8,244	7,744	7,744	7,744
Expenses						
Materials & Supplies	0	0	273	273	273	273
4- TOTAL EXPENSES	0	0	273	273	273	273
GRAND TOTAL	4,094	3,956	8,517	8,017	8,017	8,017
						-5.87%

122-TOWN ADMINISTRATOR/BOARD OF SELECTMEN

Description of Services

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

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

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

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

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

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

Significant Changes

- None

FY21 Accomplishments

- Initiated change of name of the Board of Selectmen to Select Board.
- Maintained financial stability despite the impact of the COVID-19 pandemic.
- Received “Green Communities” designation from the state, making the Town eligible for energy efficiency project grants.
- Formed a business-supporting Task Force to address businesses requests related to COVID and recovery
- Secured over \$400 million in state funding to support workforce development and economic development objectives.

FY22 Goals

- Maintain a sustainable multi-year financial plan and sustain AAA Bond Rating.
- Review existing policies and procedures to ensure alignment with best practices
- Improve internal collaboration and coordination between departments to improve efficiency
- Improve communication strategies.
- Launch a commercially focused web presence and social media platform
- Finalize the economic development strategy and implementation plans for our key commercial districts.

Staffing

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

Budget Issues

None.

	ACTUAL 2019	ACTUAL 2020	TOTAL 2021	DEPT 2022	SUPER- VISORY	W&M 2022
Salaries						
Full Time	596,187	537,166	588,926	613,448	613,448	613,448
Part Time	7,970	8,297	3,048	3,048	3,048	3,048
Elect/Appoint	3,800	3,500	5,500	5,500	5,500	5,500
Overtime	500	1,805	500	500	500	500
5- TOTAL SALARIES	608,457	550,768	597,974	622,496	622,496	622,496
Expenses						
Contracted Services	426	0	11,000	11,000	11,000	11,000
Materials & Supplies	0	9,950	20,000	20,000	20,000	20,000

	M.E.L.T.	11,237	13,065	17,015	17,015	17,015	17,015
6-	TOTAL EXPENSES	11,663	23,015	48,015	48,015	48,015	48,015
Special Accounts							
	Misc. Expenses	17,479	13,198	17,500	22,500	17,500	17,500
7-	TOTAL SPECIAL	17,479	13,198	17,500	22,500	17,500	17,500
	GRAND TOTAL	637,599	586,981	663,489	693,011	688,011	688,011
							3.70%

135-TOWN ACCOUNTANT

Description of Services

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

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

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

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

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

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

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

The Accounting Department prepared, for the fourth time, a Comprehensive Annual Financial Report (CAFR), for the year ended June 30, 2020. This report took the place of the basic financial statement report issued in prior years. The issuance of a CAFR had been a long-term goal of the department. In addition, the department continues to make annual improvements to the budget document with a goal of providing decision makers with superior information for their deliberations.

Significant Changes

- None

FY21 Accomplishments

- Received the GFOA Award for Excellence in Financial Reporting for the Comprehensive Financial Annual Report for the year ending June 30, 2020
- Implemented purchase order system for capital projects

FY21 Goals

- Work to implement recommendations provided in audit comments from prior fiscal year.
- Continue to improve budget document in accordance with GFOA standards
- Work to cross-train staff.

Staffing

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

Budget Issues

Due to budget reductions made in FY21 necessitated by the impact of the pandemic, the Accounting Department will operate in FY22 without filling the Part-Time Accounting Technician position which had become vacant due to retirement at the end of FY20.

	ACTUAL 2019	ACTUAL 2020	TOTAL 2021	DEPT 2022	SUPER- VISORY	W&M 2022
Salaries						
8-	Full Time	327,029	338,071	423,367	428,838	423,154
	Part Time	34,952	32,612	374	24,795	5,684
	TOTAL SALARIES	361,981	370,683	423,741	453,633	428,838
Expenses						
9-	Materials & Supplies	425	689	425	425	425
	M.E.L.T.	2,849	4,214	4,870	4,870	4,870
	TOTAL EXPENSES	3,274	4,903	5,295	5,295	5,295
	GRAND TOTAL	365,255	375,586	429,036	458,928	434,133
						1.19%

141-ASSESSORS

Description of Services

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

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

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

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

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

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

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

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

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

Significant Changes

- The fiscal year started with the department adjusting to the COVID-19 pandemic. The staff did a marvelous job continuing to provide services to the community seamlessly.

FY21 Accomplishments

- The department was able to work through the pandemic collecting the required data in the field and completing the DOR analysis in order to insure the timely issuance of tax bills.

FY21 Goals

- The primary goal for this year is to analyze the impact that COVID has had on valuations in the community. This will be a major task to ensure the tax levy determined, be shared equitably among properties.

Staffing

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

Budget Issues

None.

	ACTUAL 2019	ACTUAL 2020	TOTAL 2021	DEPT 2022	SUPER- VISORY	W&M 2022
Salaries						
Full Time	295,419	315,371	300,853	285,404	285,404	285,404
Part Time	15,430	13,333	20,700	20,701	20,701	20,700
Elect/Appoint	2,600	2,600	2,600	2,600	2,600	2,600
10- TOTAL SALARIES	313,449	331,304	324,153	308,705	308,705	308,705

Expenses

Contracted Services	83,930	71,859	74,330	94,330	94,330	94,330
Materials & Supplies	2,931	2,888	3,150	3,150	3,150	3,150
M.E.L.T.	4,051	4,589	9,065	9,065	9,065	9,065

11-	Capital Outlay	910	0	1,530	1,530	1,530	1,530
	TOTAL EXPENSES	91,822	79,336	88,075	108,075	108,075	108,075
	GRAND TOTAL	405,271	410,640	412,228	416,780	416,780	416,779

145-TREASURER/COLLECTOR

Description of Services

Provide efficient, timely collection of monies due to the Town of Burlington. This includes but not limited to Real Estate Tax, Personal Property Tax, Water & Sewer Tax and Motor Vehicle Excise Tax. Responsible for the safeguarding of all of the funds of the Town of Burlington. Issue debt as authorized by Town Meeting. Fund expenditures and oversee payroll and benefits for town employees and retirees.

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

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

Administers weekly payroll for all employees, including Federal and State Tax withholdings, as well as the quarterly and annual reporting and payment of those taxes. Issues and reports W-2s for all employees.

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

Significant Changes

- In March of 2020, the Select Board appointed the new Treasurer/Collector. The then existing Treasurer Collector retired on June 30, 2020 and the new Treasurer Collector started on July 1. In relation to staffing, a full time position, that was unfilled due to the retirement of a department employee, was eliminated at the September 2020 Town Meeting.

FY21 Accomplishments

- Transitioned to a new appointed Treasurer/Collector. Initiated a study and review of policies and procedures within the department.
- Absorbed the elimination of an open position maintaining the level of service with the existing staff.
- Responded to recommendations to the 2020 fiscal year Audit Report.

FY22 Goals

- Continue to review procedures throughout the department.
- Foster more synergistic approach with all related town department
- Continue to explore and review strategies to reduce health insurance costs for employees and the Town.

Staffing

(1) Treasurer/Collector, (1) Assistant Tax Collector, (1) Assistant Treasurer, (1) Benefits Administrator, (1) Payroll Administrator, (1) Benefits Specialist, and 3) Administrative Assistants I.

	ACTUAL 2019	ACTUAL 2020	TOTAL 2021	DEPT 2022	SUPER- VISORY	W&M 2022
Salaries						
Full Time	515,613	552,394	643,341	653,245	653,245	653,245
Part Time	13,684	0	0	0	0	0
Elect/Appoint	142,306	134,116	0	0	0	0
Overtime	2,013	3,321	3,000	0	0	0
12- TOTAL SALARIES	673,616	689,831	646,341	653,245	653,245	653,245
Expenses						
Contracted Services	4,672	250	2,400	2,400	2,400	2,400
Materials & Supplies	21,588	16,803	19,050	19,050	19,050	19,050
M.E.L.T.	5,343	5,018	5,650	5,650	5,650	5,650
Capital Outlay	0	230	250	0	0	0
13- TOTAL EXPENSES	31,603	22,301	27,350	27,100	27,100	27,100
Special Accounts						
Misc. Expenses	0	0	100	100	100	100
14- TOTAL SPECIAL	0	0	100	100	100	100
GRAND TOTAL	705,219	712,132	673,791	680,445	680,445	680,445
						0.99%

149-CENTRAL ADMINISTRATION

Description of Services

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

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

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

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

Significant Changes

- There are no significant staffing or budget changes expected for FY22.

Staffing

None.

Budget Issues

- Chapter 32B – Health and other employee benefits continue to be a challenging component of the overall budget. The Town has worked very closely with employee unions to monitor trends in

health claims and review plan design changes to keep the cost increases to the program at a modest level with some success over the past several years. Past performance is no guarantee of future success and we will continue to work diligently in tandem with our employees to contain costs wherever possible. This budget line item will require a 5.66% increase for FY2022.

- Transfer to Other Post-Employment Benefits (OPEB) Trust Fund – This is the seventh year of providing funding within the operating budget to offset the Town's OPEB liability. The FY2021 contribution was cut, and the FY2022 amount represents a return to the funding schedule.

	ACTUAL 2019	ACTUAL 2020	TOTAL 2021	DEPT 2022	SUPER- VISORY	W&M 2022
15- Unemployment Comp (A)	37,980	68,311	100,000	100,000	100,000	100,000
16- Ch. 32B Health Ins. (A)	12,731,068	13,238,224	14,222,730	15,028,422	15,028,422	15,028,422
17- Medicare (A)	1,081,030	1,124,016	1,200,128	1,260,128	1,260,128	1,260,128
18- Transfer to OPEB (A)	652,876	713,593	104,957	852,493	852,493	852,493
19- Town Insurance (A)	956,000	1,006,273	1,106,273	1,156,399	1,156,399	1,156,399
20- Pension Reim. (A)	0	0	1,256	0	0	0
21- Financial Services (A)	57,172	59,030	60,000	60,000	60,000	60,000
22- Central Supply	110,000	103,546	110,000	110,000	110,000	110,000
23- Central Machine	25,658	17,371	26,550	26,550	26,550	26,550
TOTAL ACCOMODATED	15,516,126	16,209,447	16,795,344	18,457,442	18,457,442	18,457,442
TOTAL OPERATING	135,658	120,917	136,550	136,550	136,550	136,550
GRAND TOTAL	15,651,784	16,330,364	16,931,894	18,593,992	18,593,992	18,593,992
						9.90%
						0.00%
						9.82%

151-LEGAL

Description of Services

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

Staffing

None.

	ACTUAL 2019	ACTUAL 2020	TOTAL 2021	DEPT 2022	SUPER- VISORY	W&M 2022
Expenses						
Contracted Services						
Legal Fees	147,360	75,689	125,000	125,000	125,000	125,000
Collective Bargaining	16,555	39,160	72,000	72,000	72,000	72,000
Cable TV						
Negotiations	0	811	1,500	1,500	1,500	1,500
Tax Title	163	1,372	3,500	3,500	3,500	3,500
24- TOTAL EXPENSES	164,079	117,032	202,000	202,000	202,000	202,000
GRAND TOTAL	164,079	117,032	202,000	202,000	202,000	202,000
						0.00%

152-HUMAN RESOURCES

Description of Services

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

Examples of the Human Resources Department's responsibilities include:

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

the preparation of the Affirmative Action Report, EEO-4 Report, and other required workforce documents.

Significant Changes

- No significant staffing or budget changes are expected for FY22.

FY21 Accomplishments

- Recruitment of 20 Town positions including Treasurer/Collector, Inspector of Buildings, as well as financial and payroll staff, and entry level Firefighter/Paramedics.
- Modernized the provision of human resources services including virtual interviews & new hire orientations, acceptance of electronic signatures on key forms, and enhancing the Human Resources webpage. All of these initiatives allow for a broader reach for services, and create efficiencies in time and materials.
- Assisted in the overall health insurance structure and strategy to ensure quality healthcare while maintaining cost-effective measures.
- Participated in the collective bargaining process for Town unions.
- Incorporated requirements of the DOT Drug & Alcohol Clearinghouse into new hire procedures and annual reporting.
- In collaboration with the Benefits Office, offered the first Virtual Benefits Fair to augment our annual open enrollment process.
- Proactively provided wellness education and service opportunities to all Town and School employees focusing on mental/emotional well-being and encouraging regular health assessments/screenings, including telehealth. In support of this initiative, we offered onsite individualized appointments for annual eye exams. Two self-directed health programs were offered – a summertime walking program and a fall nutrition challenge.

FY22 Goals

- Recruitment of Associate Director of Public Health, and other key positions which become available.
- Enhance our new hire process to include wider background screening.
- Continue to explore efficiencies in services and communications, including processing of personnel changes.
- Continue to provide health and wellness education to our employees with the goal of receiving maximum benefit from the plans offered while encouraging decisions that keep claims costs at a minimum.

Staffing

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

Budget Issues

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

	ACTUAL 2019	ACTUAL 2020	TOTAL 2021	DEPT 2022	SUPER- VISORY	W&M 2022
Salaries						
25- Full Time	127,684	132,740	141,623	141,897	141,897	141,897
TOTAL SALARIES	127,684	132,740	141,623	141,897	141,897	141,897
Expenses						
Contracted Services	0	225	450	450	450	450
Materials & Supplies	781	659	1,250	1,250	1,250	1,250
M.E.L.T.	2,506	886	2,690	2,690	2,690	2,690
TOTAL EXPENSES	3,288	1,770	4,390	4,390	4,390	4,390
Special Accounts						
BMEA Education	5,020	6,336	5,000	5,000	5,000	5,000
Staff Training	4,952	140	4,000	4,000	4,000	4,000
Recruitment/Retention	3,949	5,095	5,500	5,500	5,500	5,500
TOTAL SPECIAL	13,921	11,571	14,500	14,500	14,500	14,500
GRAND TOTAL	144,893	146,081	160,513	160,787	160,787	160,787
						0.17%

155-MANAGEMENT INFORMATION SYSTEMS

Description of Services

During the past year the unexpected effects of COVID-19 had a major impact on the MIS department. The group quickly became familiar with online collaboration in real time administration as all departments, boards and committees began conducting meetings remotely. The other major effect was finding and configuring remote devices for employees working from home during unexpected quarantines and assuring they were able to complete their job functions from outside of their offices.

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

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

Many proprietary software applications, unique to the public sector, are necessary for the smooth operation of the town's day-to-day function, among those, without mentioning them specifically, are:

- Our Enterprise Resource Planning system that combines and manages the financial system keeping track of the town's receivables/collectibles, payroll, and budgets.

- Computer Assisted Mass Appraisal solution employed by the Assessor's office to maintain accurate commercial & residential property records and values. The public is welcome to access this data at www.patriotproperties.com.
- The Recreation Management application used to track activity reservations and programs at the Recreation Department; and may be accessed by residents at www.burlingtonrecreation.org.
- Supervisory control and data acquisition that assists the Department of Public Works in controlling, direct, record and monitoring their systems.
- The permitting application software that improves The town's productivity by facilitating the workflow by routing, approving and issuing permits electronically in a timely manner.

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

Significant Changes

- No significant staffing or budget changes are expected for FY22.

FY21 Accomplishments

- Implemented a Cybersecurity Awareness Program through a grant received from the Commonwealth of Massachusetts, Executive Office of Technology Services and Security.
- Continued assisting Financial Departments with the implementation of new software modules.
- Replaced and upgraded existing network equipment that reached its end of life, or support, as part of the Towns/Schools Network Infrastructure/ Enterprise Security Solutions 5-year plan.
- Increased internet access protection across all network devices, offices and roaming users. Installed next-generation antivirus and advance endpoint detection and response on computers.

FY22 Goals

- Continue to implement cyber security and data protection measures.

Staffing

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

Budget Issues

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

	ACTUAL 2019	ACTUAL 2020	TOTAL 2021	DEPT 2022	SUPER- VISORY	W&M 2022
Salaries						
Full Time	344,236	353,339	346,051	359,869	339,869	339,869
28- TOTAL SALARIES	344,236	353,339	346,051	359,869	339,869	339,869
Expenses						
Network and Web	42,950	69,235	89,098	103,352	103,352	103,352
MUNIS Support/Lic.	118,372	110,859	118,827	124,234	124,234	124,234
Materials and Supplies	1,037	572	1,000	1,000	1,000	1,000
Capital Outlay	87,797	87,815	99,000	99,000	99,000	99,000
29- TOTAL EXPENSES	250,156	268,481	307,925	327,586	327,586	327,586
GRAND TOTAL	594,392	621,820	653,976	687,455	667,455	667,455
						2.06%

161-TOWN CLERK

Description of Services

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

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

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

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

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

Elections: As the Chief Elections office, I oversee the running of all the elections for the Town. Working with the office we manage the distribution of Absentee Ballots, both local and overseas, for the 3 weeks prior to the election; for Federal elections run Early Voting for 1 or 2 weeks prior and then set up and

execute the processes on Election Day. Afterwards for 5-7 days we work on the processing and certifying of the election.

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

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

In calendar year 2020 the Clerk's office brought in \$161,239 in revenue, an increase of 5.4% which was turned into the Treasurer's office and goes into the General Fund.

FY21 Accomplishments

- Adhered to all mandates placed upon the office by the State of Massachusetts, ongoing throughout FY21.
- Maintained a high level of service to the residents and support the departments, boards and committees as needed in FY21, even with COVID and being closed to the public
- Successfully planned and ran 4 elections, including a Presidential Primary and Presidential.
- Continued implementation of ViewPoint for additional Departments
- Implementation of new Town website.

FY22 Goals

- Continue to maintain a high level of customer service to residents and business.
- Develop and implement plan for transitioning out of COVID work situation to "new normal" working environment.
- Implement image scanning project for conversation of ZBA files to electronic format and loading into Viewpoint.
- Reviewing and updating department procedure manuals
- Working on staff development and training.

Staffing

(1) Department Head, (1) Archivist/Records Manager, (1) Administrative Assistant II, (2) Administrative Assistant I.

	ACTUAL 2019	ACTUAL 2020	TOTAL 2021	DEPT 2022	SUPER- VISORY	W&M 2022
Salaries						
Full Time	188,051	192,878	246,707	260,616	260,616	260,616
Part Time	22,801	23,405	0	0	0	0
Elect/Appoint	90,546	95,405	97,334	99,929	99,929	99,929
30- TOTAL SALARIES	301,399	311,688	344,041	360,545	360,545	360,545

Expenses

Contracted Services	10,904	9,244	12,500	12,500	12,500	12,500
Materials & Supplies	2,391	2,563	2,700	2,700	2,700	2,700
M.E.L.T.	1,450	2,155	3,700	3,700	3,700	3,700

	Capital Outlay	1,008	0	1,200	1,200	1,200	1,200
31-	TOTAL EXPENSES	15,753	13,962	20,100	20,100	20,100	20,100
Special Accounts							
	Elections	77,615	49,277	83,537	29,768	29,768	29,768
32-	TOTAL SPECIAL	77,615	49,277	83,537	29,768	29,768	29,768
	GRAND TOTAL	394,766	374,927	447,678	410,413	410,413	410,413
							-8.32%

162-BOARD OF REGISTRARS

Description of Services

The Registrars of Voters responsibilities include:

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

Staffing

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

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

	ACTUAL 2019	ACTUAL 2020	TOTAL 2021	DEPT 2022	SUPER- VISORY	W&M 2022
Salaries						
	Elect/Appoint	1,200	1,200	1,250	1,250	1,250
33-	TOTAL SALARIES	1,200	1,200	1,250	1,250	1,250
Expenses						
	Contracted Services	5,482	6,616	9,900	9,900	9,900
	Materials & Supplies	864	618	900	900	900
34-	TOTAL EXPENSES	6,346	7,234	10,800	10,800	10,800
	GRAND TOTAL	7,546	8,434	12,050	12,050	12,050
						0.00%

171-CONSERVATION

Description of Services

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

Provides administrative and logistical support for the Conservation Commission.

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

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

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

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

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

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

Significant Changes

- No significant staffing or budget changes are expected for FY22.

FY21 Accomplishments

- Managed Town compliance with minimum control measures of EPA NPDES Phase 2 MS4 permit
- Continued stormwater outfall monitoring to comply with EPA permit.
- Coordinated Conservation Commission remote COVID-affected meetings and site visits.
- Began updating Stormwater Bylaw.

FY22 Goals

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

Staffing

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

Budget Issues

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

	ACTUAL 2019	ACTUAL 2020	TOTAL 2021	DEPT 2022	SUPER- VISORY	W&M 2022
Salaries						
35-	Full Time	204,448	213,431	223,863	229,749	229,749
	Part Time	11,835	7,135	15,034	15,034	15,034
	TOTAL SALARIES	216,282	220,566	238,897	244,783	244,783
Expenses						
36-	Materials & Supplies	414	203	5,700	5,700	5,700
	M.E.L.T.	2,283	2,259	4,350	4,350	4,350
	TOTAL EXPENSES	2,697	2,462	10,050	10,050	10,050
Special Accounts						
37-	Land Management	2,159	3,345	7,800	7,800	7,800
	Stream Cleaning	5,377	4,639	11,000	11,000	11,000
	TOTAL SPECIAL	7,536	7,984	18,800	18,800	18,800
	GRAND TOTAL	226,516	231,012	267,747	273,633	273,633
						2.20%

175-PLANNING BOARD

Description of Services

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

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

Comprehensive master planning is mandated under MGL Chapter 41 Section 81-D. The planning department is required to undertake planning studies, and research to identify existing and future land use issues and opportunities, as well as, monitors innovative state and national planning initiatives and applicable case law. The department proposes courses of action to address such issues and opportunities

to guide the comprehensive master planning process. The department initiates the implementation of master plan recommendations by such courses of action as the drafting of bylaw and regulation revisions, facilitating public forums and hearings, required for adoption of such amendments. The department also has assisted many town committees over the years such as the Land Use Committee and the Route 3A subcommittee, Small Cell Committee and Zoning Bylaw Review Committee.

Significant Changes

- No significant staffing or budget changes are expected for FY22.

FY21 Accomplishments

- Life Science initiative dimensional criteria and IH rezonings, revised definitions to allow for changes in the retail landscape, i.e fulfillment, distribution and storage. Changes to Short term rentals prohibiting them in Burlington. We have begun advancing the Wireless Initiative and zoning changes in response to federal and case law requirements. We have also permitted many business and project, including a 235,000SF Life Science building at Summit Drive, Clean room incubator Life Science labs at 60 Blanchard Road among others. The year has not been easy but I am proud that we never stopped our work. The Planning Board canceled one meeting in March, but picked up where we left off virtually with public hearings. It's these little, but big things that set us apart. Hats off to all the boards that didn't skip a beat this year!

FY22 Goals

- Continued efforts to create "Life Science" clusters.
- Continued effort to diversify the commercial space in town. We will continue to work with our commercial property owners to find ways to retrofit for different uses, back fill space that may become vacant as tenants shift and shrink. Continue to attract companies that need to be at work, R&D, medical device, additive manufacturing in our growing 3D printing sector.
- Effective land use policy to increase commercial property value in the Town of Burlington
- Continue to provide better experiences in our landscape, walkability, programing and place making. Melisa Tintocalis, ED Director, and the Sculpture Committee have done a great job this year with these efforts and we hope that we can continue to work together to strengthen and expand on their efforts.
- To review "Wireless" from a regulatory and legal as well as infrastructure perspective. How can we best control the roll out and regulate without litigation? Our bylaws are out of date and not in compliance with federal regulations, you will see proposed zoning changes to address these concerns as well as a report about what is coming and how best to embrace and more importantly control what's next.
- The Burlington Mall, hopefully in FY2022, along with Melisa Tintocalis we can work with Simon and Macy's and tame the beast to evolve into the next retail + experience.

Staffing

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

Budget Issues

To date the Town has used consultants to help to maintain Town maps and land management digital mapping files. Long term, the Town should investigate the addition of GIS staff, or centralized consultant, such as AppGEO, for the Town to assist development departments, including Planning, Engineering, Conservation and the Assessors departments in managing the increasing amount of land management

records and maps which inform current and future land use, facility and infrastructure decisions. The coordinated effort to streamline electronic records management across many departments has commenced with the introduction of ViewPoint and AppGEO to track permitting, integrate our land records, property records, and geographic information system with other relevant town records. In addition, as departments begin to centralize systems with programs such as AppGEO and Viewpoint, we should budget items that are used across many departments centrally. You will see AppGEO in the Planning Board's budget for FY22, however I would suggest that it be centrally located in future years, especially as more Departments are using AppGEO, such as the Assessors Department for the Assessors Map annual update and the Town Clerk as they work toward the update to the precinct mapping FY22.

	ACTUAL 2019	ACTUAL 2020	TOTAL 2021	DEPT 2022	SUPER- VISORY	W&M 2022
Salaries						
Full Time	295,643	280,725	316,746	326,162	326,162	326,162
Part Time	2,386	8,323	4,900	4,965	4,965	4,965
Elect/Appoint	4,400	3,980	4,400	4,400	4,400	4,400
Overtime	765	708	762	762	762	762
38- TOTAL SALARIES	303,194	293,736	326,808	336,289	336,289	336,289
Expenses						
Contracted Services	16,820	19,953	22,832	22,832	22,832	22,832
Materials & Supplies	1,063	1,471	1,500	1,500	1,500	1,500
M.E.L.T.	8,100	6,142	9,016	9,016	9,016	9,016
39- TOTAL EXPENSES	25,982	27,566	33,348	33,348	33,348	33,348
GRAND TOTAL	329,176	321,302	360,156	369,637	369,637	369,637
						2.63%

176-BOARD OF APPEALS

Description of Services

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

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

Significant Changes

- No significant staffing or budget changes expected for FY22.

Staffing

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

Budget Issues

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

	ACTUAL 2019	ACTUAL 2020	TOTAL 2021	DEPT 2022	SUPER- VISORY	W&M 2022
Salaries						
40-	Part Time	15,731	13,481	13,481	13,481	13,481
	TOTAL SALARIES	15,731	13,481	13,481	13,481	13,481
Expenses						
41-	Materials & Supplies	248	68	250	250	250
	TOTAL EXPENSES	248	68	250	250	250
	GRAND TOTAL	15,978	13,549	13,731	13,731	13,731
						0.00%

192-TOWN FACILITIES

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

	ACTUAL 2019	ACTUAL 2020	TOTAL 2021	DEPT 2022	SUPER- VISORY	W&M 2022
Expenses						
	Occupancy	86,591	66,719	95,943	95,943	95,943
42-	TOTAL EXPENSES	86,591	66,719	95,943	95,943	95,943
	GRAND TOTAL	86,591	66,719	95,943	95,943	95,943
						0.00%

PUBLIC SAFETY

210-POLICE

The Police Department's budget request for FY 2022 is \$9,637,025. This represents an overall increase of 3.72% and this increase is almost entirely attributable to salary increases per settled employee contracts with the Town. All other expenses have been level funded for this fiscal year.

Full-time Salaries

Full-time salaries will **increase** by 3.72%

Command and BMEA contracts were settled in FY 2021. These settlements are the reason that salaries increase overall this fiscal year. The increase in the Animal Control Officer salary (Page 5) is likewise attributable to the contract settlement.

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

The request for one new police position (additional police officer) in accordance with the long term plan established in 2016 to add a total of five officers (one per year) to compliment over a period of five years going forward is included but unfunded this year to reduce overall salaries for FY 2022.

Part-time Salaries

Traffic Supervisors salaries will **increase** by 3.96% due to contractual raises.

The remainder of the increase to Part Time Salaries is attributable to a request for funding to continue two part-time positions (Mental Health Clinician and Recovery Coach) previously funded by grants. These positions have proven to be invaluable to our department in helping residents and citizens in crisis due to mental health issues and substance use disorders.

Overtime Salaries

Overtime will be level funded.

Salaries Summary

Overall, salaries will **increase** by 3.97% in FY22.

Occupancy

This account is being level funded this year.

Contracted Services

This account is being level funded this year.

Materials and Supplies

This account is being level funded.

M.E.L.T.

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

Capital Outlay

This account is being level funded this year.

Special Accounts

This account will increase overall by 6.80%. This increase is entirely attributable to contractual obligations regarding the uniform allowances.

CONCLUSION

At an overall increase of 3.72%, which is almost entirely attributable to contractual raises in salaries, this budget is otherwise completely level funded.

	ACTUAL 2019	ACTUAL 2020	TOTAL 2021	DEPT 2022	SUPER- VISORY	W&M 2022
Salaries						
Full Time	6,919,358	6,919,082	7,592,959	7,946,253	7,875,362	7,875,362
Part Time	128,987	111,450	174,092	215,423	215,423	215,423
Overtime	868,402	774,994	605,200	605,200	605,200	605,200
43- TOTAL SALARIES	7,916,747	7,805,526	8,372,251	8,766,876	8,695,985	8,695,985

Expenses						
Occupancy	132,330	156,815	165,278	165,278	165,278	165,278
Contracted Services	173,299	119,609	136,240	136,240	136,240	136,240
Materials & Supplies	67,504	76,858	68,988	68,988	68,988	68,988
M.E.L.T.	3,325	3,325	3,325	3,325	3,325	3,325
Capital Outlay	187,426	224,179	221,400	221,400	221,400	221,400
44- TOTAL EXPENSES	563,884	580,786	595,231	595,231	595,231	595,231

Special Accounts						
Education/Tuition	102,902	119,996	129,500	129,500	129,500	129,500
111F Payments	52,095	53,805	40,000	40,000	40,000	40,000
Uniform Allowance	60,743	58,044	52,790	74,810	74,810	74,810
Animal Disposal	1,518	1,000	1,000	1,000	1,000	1,000
Gasoline	94,463	60,922	94,000	94,000	94,000	94,000
NEMLEC	5,500	16,500	6,500	6,500	6,500	6,500
45- TOTAL SPECIAL	317,221	310,267	323,790	345,810	345,810	345,810

GRAND TOTAL	8,797,852	8,696,579	9,291,272	9,707,917	9,637,026	9,637,026	3.72%
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220-FIRE

Description of Services

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

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

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

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

The FD provides emergency medical services at the Advanced Life Support (ALS) level. The FD responds to, extinguishes and investigates all fires and their causes. We respond to fire alarm activations in both residential and commercial properties. We also respond to utility emergencies such as electrical and gas emergencies. The FD responds to rescue calls such as motor vehicle crashes, workplace accidents, and elevator rescues. The department is also trained in ice and water rescue. The FD is trained to the Operational Level in regards to hazardous materials response. For hazardous materials incidents beyond our capability, the department relies on the MA State Hazardous Materials Team. Our department responds to a large number of service calls in which we assist the public in mitigating a variety of issues, for example; water, electrical, and odor calls.

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

Significant Changes

- COVID-19 struck in the beginning of 2020. This virus had a direct impact on fire department operations. Policies and procedures had to be quickly implemented in order to best protect our members both out in the field and in the fire stations.

- The opening of Station Two gave the department more flexibility in assigning personnel thus maintaining social distancing practices.
- The department upgraded its primary transport ambulance to the advanced life support (ALS) level in March 2020.
- The department continues to work on increasing our staffing levels to 15 personnel per group.

FY21 Accomplishments

- The Fire Department continued to provide fire and EMS services to our community throughout the COVID-19 pandemic. At no point during the year was our response capability impacted by the virus.
- On March 24, 2020, the Burlington Fire Department began operating Ambulance One at the Advanced Life Support (ALS) level.
- In August 2020, the department's new International/Horton ambulance was delivered to Fire Headquarters.

FY22 Goals

- Putting COVID-19 in the rear view mirror.
- Finally reach our long term objective of staffing each group with 15 personnel.
- Continue to reorganize the department with the goal of increasing our response capability. This includes beginning to operate Ambulance Two when staffing levels permit.

Staffing

(1) Chief, (1) Assistant Chief, (6) Captains, (14) Lieutenants, (44) Firefighters, (4) Civilian Dispatchers, (1) Emergency Vehicle Technician, (1) Administrative Secretary, (1) Administrative Assistant and (1) Part-time Office Assistant (30 hours)

Budget Issues

The department remains in a period of transition. We are continuing to work on bringing our staffing levels up to full complement. The hiring process takes time and the availability of fire academy seats for our new firefighters is in demand. Obviously COVID-19 had an impact on our department's operating budget. The purchase of additional PPE along with building cleaning supplies increased dramatically.

	ACTUAL 2019	ACTUAL 2020	TOTAL 2021	DEPT 2022	SUPER- VISORY	W&M 2022
Salaries						
Full Time	5,971,920	6,556,819	6,777,514	6,873,326	6,873,326	6,873,326
Part Time	51,039	45,110	48,058	50,505	50,505	50,505
Overtime	895,362	1,031,650	1,048,067	1,048,067	1,048,067	1,048,067
46- TOTAL SALARIES	6,918,321	7,633,579	7,873,639	7,971,898	7,971,898	7,971,898

	ACTUAL 2019	ACTUAL 2020	TOTAL 2021	DEPT 2022	SUPER- VISORY	W&M 2022
Expenses						
Occupancy	54,557	88,449	115,743	115,743	115,743	115,743
Contracted Services	84,320	82,129	102,750	102,750	102,750	102,750
Materials & Supplies	209,753	180,642	224,710	229,710	229,710	229,710
M.E.L.T.	9,509	8,283	12,000	12,000	12,000	12,000
Capital Outlay	61,892	62,685	60,900	60,015	60,015	60,015
47- TOTAL EXPENSES	420,031	422,188	516,103	520,218	520,218	520,218

Special Accounts

Termination Buyback	0	0	10	10	10	10
Education/Tuition	6,215	5,211	12,000	12,000	12,000	12,000
Recertification of EMTs	7,696	7,534	8,200	8,200	8,200	8,200
Fire Prevention	4,700	1,474	4,700	4,700	4,700	4,700
Arson Investigation	1,200	0	1,200	1,200	1,200	1,200
Training	21,647	24,577	25,000	25,000	25,000	25,000
Training and						
Management	5,470	6,300	6,300	6,300	6,300	6,300
Licenses &						
Certifications	2,415	1,508	2,500	2,500	2,500	2,500
111F Payments	56,004	54,061	42,000	42,000	42,000	42,000
Clothing Allowance	88,821	92,436	92,650	92,650	92,650	92,650
Wellness Program	6,416	4,435	11,000	11,000	11,000	11,000
Comm. Risk Reduction	3,280	3,653	3,500	3,500	3,500	3,500
48- TOTAL SPECIAL	203,864	201,189	209,060	209,060	209,060	209,060
GRAND TOTAL	7,542,216	8,256,956	8,598,802	8,701,176	8,701,176	8,701,176
						1.19%

241-BUILDING

Description of Services

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

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

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

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

Staffing

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

Significant Changes

- New Inspector of Building hired in FY21

FY21 Accomplishments

- Played a role in the implementation of the ViewPoint program to make the Town's permitting system more efficient and user friendly.
- Issued more than 3,200 permits and performed over 5,700 inspections
- Brought in over \$1,470,046.99 of permit revenue

FY22 Goals

- Scan and digitize plans

Staffing

One (1) Inspector of Buildings, (1) Senior Building Inspector, (1) Local Building Inspector, (1) Inspector of Wires, (1) Plumbing and Gas Inspector, (2) Administrative Assistants.

Budget Issues

None.

	ACTUAL 2019	ACTUAL 2020	TOTAL 2021	DEPT 2022	SUPER- VISORY	W&M 2022
Salaries						
Full Time	620,716	561,653	645,099	734,938	651,437	651,437
Part Time	0	0	0	0	0	0
Overtime	22,176	30,189	30,000	30,000	69,077	69,077
49- TOTAL SALARIES	642,892	591,842	675,099	764,938	720,514	720,514
Expenses						
Contracted Services	13,523	17,373	21,448	21,448	21,448	21,448
Materials & Supplies	6,488	1,590	5,750	5,750	5,750	5,750
M.E.L.T.	10,487	10,830	10,925	10,925	10,925	10,925
Capital Outlay	0	0	1,400	1,400	1,400	1,400
50- TOTAL EXPENSES	30,498	29,793	39,523	39,523	39,523	39,523
GRAND TOTAL	673,390	621,635	714,622	804,461	760,037	760,037
						6.36%

244-SEALER OF WEIGHTS AND MEASURES

Description of Services

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

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

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

	ACTUAL 2019	ACTUAL 2020	TOTAL 2021	DEPT 2022	SUPER- VISORY	W&M 2022
Expenses						
Contracted Services	7,500	7,500	7,500	7,500	7,500	7,500
Materials & Supplies	0	0	300	300	300	300
51- TOTAL EXPENSES	7,500	7,500	7,800	7,800	7,800	7,800
GRAND TOTAL	7,500	7,500	7,800	7,800	7,800	7,800
						0.00%

291-EMERGENCY MANAGEMENT SERVICES

Description of Services

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

Significant Changes

- No significant staffing or budget changes are expected for FY22.

Staffing

(1) Appointed Director

	ACTUAL 2019	ACTUAL 2020	TOTAL 2021	DEPT 2022	SUPER- VISORY	W&M 2022
Salaries						
Elected/Appointed	10,039	9,077	10,000	10,000	10,000	10,000
52- TOTAL SALARIES	10,039	9,077	10,000	10,000	10,000	10,000
Expenses						
Materials & Supplies	8,061	7,383	8,100	8,100	8,100	8,100
53- TOTAL EXPENSES	8,061	7,383	8,100	8,100	8,100	8,100
Special Accounts						
Education/Tuition	5,420	1,432	5,500	5,500	5,500	5,500
54- TOTAL SPECIAL	5,420	1,432	5,500	5,500	5,500	5,500
GRAND TOTAL	23,520	17,892	23,600	23,600	23,600	23,600
						0.00%

EDUCATION

300-LOCAL EDUCATION

The School Committee's recommended FY 2022 Operating Budget is attached for your review and consideration. This budget is being sent to all Town Meeting Members as a guide to better understand the details contained in the comprehensive budget document which was reviewed in detail by the School Committee and the Ways and Means Subcommittee over the last several months.

The School Committee operating budget was built around a 3.25% blended guideline - a reduction from last year by 0.25%. The FY 2022 budget is essentially level funded and includes:

- Funding to support our contractual obligations.
- Funding to maintain class sizes and programming.
- Funding for the known legal commitments for Special Education and English Language Learner support and tuitions.

The one position added to the FY 2022 operating budget is for the addition of a Director of Diversity, Equity, and Inclusion. In addition, there are two, unsettled union contracts - clerical and teachers.

Please know that new positions can change prior to the start of a school year in September depending on student needs and mandated services. Our objective is to always work within the proposed operational budget amount.

In addition to the operating budget, we are including the recommended FY 2022 School Committee Accommodated Account budget. This budget essentially pays for out-of-district Special Education placements and transportation, including the Early Childhood Program and the Developmental Skills Classrooms at Pine Glen.

Unlike in prior years, the district is also receiving Federal COVID relief funds. These funds are not to be used to replace any of the operating or accommodated budget requests. We can expend these funds to help students recover from any learning loss that may have occurred during the pandemic. These funds can be expended over the next two fiscal years. Our hope is to absorb these much needed positions into our future operating budgets over the next two fiscal years.



Eric M. Conti, Ph.D.
Superintendent

	ACTUAL 2019	ACTUAL 2020	TOTAL 2021	DEPT 2022	SUPER- VISORY	W&M 2022	
Local Education							
Operating	51,367,344	51,864,605	55,204,938	57,137,111	57,137,111	57,137,111	3.50%
Special Education (A)	10,469,356	12,018,051	12,615,139	12,333,456	12,333,456	12,333,456	-2.23%
55- TOTAL LOCAL ED.	61,836,700	63,882,656	67,820,077	69,470,567	69,470,567	69,470,567	2.43%
GRAND TOTAL							
	61,836,700	63,882,656	67,820,077	69,470,567	69,470,567	69,470,567	2.43%

301-REGIONAL SCHOOL ASSESSMENTS

Description of Services:

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

Prior to FY17 the Town's portion of the funding for the Essex North Shore Agricultural and Technical School was taken as an assessment by the Commonwealth directly from state aid. Changes to organizational structure of the school now require that Town Meeting appropriate funds in the same manner as the Shawsheen Regional School.

As of FY21, funding for the Minuteman Technical School is also included in this budget.

	ACTUAL 2019	ACTUAL 2020	TOTAL 2021	DEPT 2022	SUPER- VISORY	W&M 2022	
Regional School Assessments							
Shawsheen	2,291,429	2,190,807	2,516,373	2,593,065	2,593,065	2,593,065	
Essex North Shore	72,252	35,595	103,577	106,166	123,324	123,324	
Minuteman*	0	0	113,847	116,694	116,694	116,694	
56- TOTAL REG. SCHOOL (A)	2,363,681	2,226,402	2,733,797	2,815,925	2,815,925	2,815,925	3.63%
GRAND TOTAL							
	2,363,681	2,226,402	2,733,797	2,815,925	2,815,925	2,815,925	3.63%

*Not voted at time of printing.

PUBLIC WORKS

411-492 PUBLIC WORKS

Description of Services

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

DPW Administration

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

Description of Services and Responsibilities:

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

Staffing:

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

Buildings and Cemeteries Division

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

Buildings Section

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

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

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

Cemetery Section

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

Description of Services and Responsibilities:

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

Staffing:

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

Central Maintenance Division

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

The following is a list of over 150 items serviced:

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

DPW

Engineering:	4 vehicles
Buildings/Cemeteries:	7 vehicles, 1 backhoe, 1 bobcat, 1 Kubota Utility Vehicle, and 11 generators
Central Maintenance:	4 vehicles

Highway: 18 vehicles, 13 off road pieces of equipment, 1 sweeper, 1 compressor, 1 wood chipper, 1 generator
Water: 8 vehicles, plus 1 backhoe, 1 compressor, 1 light tower
Sewer: 3 vehicles, 11 generators, 4 water pumps, and 2 portable generators

Staffing:

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

Engineering Division

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

Description of Services and Responsibilities:

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

Staffing:

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

Highway Division

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

Description of Services and Responsibilities:

- Street signs and line painting
- Weed spraying
- Street sweeping
- Pot holes, road paving, sidewalk and berm repair
- Drain manholes and catch basin repairs
- New drainage lines or repair to existing drainage lines
- Rod clogged drain lines
- Brush cutting on overgrown streets
- Guard rail repairs
- Sweep sidewalk
- Oil spills
- Tree maintenance and clean up after storms
- Assist other departments with various projects and special events
- Snow and Ice Maintenance operations and all other roadway emergencies

Staffing:

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

Water and Sewer Division

Water Treatment Section

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

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

The Water Treatment Section also performs the following testing:

- Inorganic testing (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:

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

Water Distribution Section

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

Description of Services and Responsibilities:

- Hydrant repairs and replacements
- Water main maintenance and repair of water main breaks and leaks
- Water gate maintenance or replacements as needed
- Water metering - repairs, installations, security seals and testing
- Handle courtesy leak and pressure testing for residents

- Coordinate work with private contractors on private jobs
- Landscape in and around water stations and water breaks
- Assist Sewer section and Treatment Plant as needed
- Available for emergencies 24/7
- Personnel are licensed by State with minimum Grade 2D for distribution work

Sewer Collection Section

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

Description of Services and Responsibilities:

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

Staffing:

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

	ACTUAL 2019	ACTUAL 2020	TOTAL 2021	DEPT 2022	SUPER- VISORY	W&M 2022
Salaries						
Fulltime	4,538,883	4,757,552	4,925,280	5,192,561	5,192,561	5,192,561
Parttime	94,684	54,145	112,619	112,619	112,619	112,619
Overtime	467,708	483,244	432,025	432,025	432,025	432,025
57- SALARIES TOTAL	5,101,275	5,294,941	5,469,924	5,737,205	5,737,205	5,737,205

	ACTUAL 2019	ACTUAL 2020	TOTAL 2021	DEPT 2022	SUPER- VISORY	W&M 2022
Expenses						
Occupancy	1,201,037	1,048,583	1,210,600	1,126,100	1,126,100	1,126,100
Contracted Services	1,080,677	1,064,671	1,145,540	1,255,087	1,255,087	1,255,087
Materials & Supplies	887,760	982,332	943,700	931,800	931,800	931,800
M.E.L.T.	22,670	23,341	36,855	30,355	30,355	30,355
Capital Outlay	108,760	102,828	82,500	58,200	58,200	58,200
58- EXPENSES TOTAL	3,300,905	3,221,755	3,419,195	3,401,542	3,401,542	3,401,542

	ACTUAL 2019	ACTUAL 2020	TOTAL 2021	DEPT 2022	SUPER- VISORY	W&M 2022
License Renewal	18,100	17,175	18,000	18,000	18,000	18,000

Clothing Allowance	33,016	33,122	35,700	35,700	35,700	35,700
Well Cleaning & Sludge Remov	90,000	100,000	110,000	135,000	135,000	135,000
Well Seal & Parco	10,000	10,000	10,000	10,000	10,000	10,000
Highway I	159,347	158,162	165,000	165,000	165,000	165,000
Sign & Lane Painting	69,130	66,294	69,500	69,500	69,500	69,500
Tree Care	29,898	34,445	35,000	35,000	35,000	35,000
Snow & Ice	526,025	417,428	350,000	350,000	350,000	350,000
Physical Exam	4,939	3,634	6,000	6,000	6,000	6,000

59- SPECIAL TOTAL	940,455	840,260	799,200	824,200	824,200	824,200
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Accommodated

60- Rubbish & Garbage (A)	1,941,171	2,108,678	2,198,030	2,244,200	2,244,200	2,244,200
61- Street Lights (A)	368,930	369,850	370,500	370,500	370,500	370,500
62- DEP Assessment (A)	9,107	8,948	15,000	15,000	15,000	15,000

TOTAL ACCOMDATED	2,319,208	2,487,476	2,583,530	2,629,700	2,629,700	2,629,700	1.79%
TOTAL OPERATING	9,342,635	9,356,956	9,688,319	9,962,947	9,962,947	9,962,947	2.83%

THE GRAND TOTAL	11,661,843	11,844,432	12,271,849	12,592,647	12,592,647	12,592,647	2.61%
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HUMAN SERVICES

510-BOARD OF HEALTH

Description of Services

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

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

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

One of the goals of the Burlington Board of Health, for the next five to fifteen years, includes an emphasis in public health-focused training, exercises and drills, and programming for both Board staff and the Burlington Volunteer Reserve Corps (BVRC), a unique, independent volunteer group that is sponsored by the Board itself. Specifically, the BVRC 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.

Significant Changes

- The Covid-19 pandemic has had, and will continue to have, a profound impact on the Board of Health. The role of the Board of Health, as it relates to the Covid-19 Pandemic, is not fully understood and there will likely be long term impacts (e.g. increase emergency planning for emerging infectious disease) and the need to provide community support (i.e. continued vaccine administration). The Covid-19 pandemic has clearly shown that local emergency planning and drills have to be ongoing and strengthened, as public health organizations prepare to respond to new priorities and emergencies within our ever-changing community. The Board of Health must be prepared to provide the services, resources, and guidance that our residents, businesses, and Town departments require and need. In addition, with the enactment of local Biological Safety

Regulations in January, 2020, it is expected that additional workloads and responsibilities will be placed on the Board of Health to ensure the continuous review, permitting, inspection, and oversight of Biotechnology Companies in our community.

At the January, 2021 Town Meeting, the Board of Health received support to add the position of Associate Health Director to the Board of Health staff. As on-going demands continue to be placed on the Board of Health and the Director of Public Health, it has become very clear that there is a need for an additional management/supervisory professional. This position will provide leadership and support our additional development, redevelopment and new technology workloads, and assist in emergency planning and execution..

FY21 Accomplishments

On March 10, 2020, Governor Baker declared a State of Emergency to respond to Covid-19 and went on to issue numerous orders and safety standards pertaining to covid-19, many of which are enforced by both the MA Department of Public Health (DPH) and the local Board of Health. Never before has public health worked so closely with the MA Department of Public Health in enforcement. In 2020, Board of Health staff and Board Members participated in hundreds of hours of conference calls and webinars to be informed about the most up to date Covid-19 standards and directives and MA DPH protocols on disease investigation. Board of Health response to the pandemic include:

- **Communicable Disease Investigations (more commonly known as “Contact Tracing”):** Due to the pandemic, the number of cases requiring disease investigation and the number of people required by local public health to either isolate (if positive) or quarantine (if exposed) was unprecedented. Throughout the pandemic the Board of Health ensured that affected residents were contacted either by Board of Health staff, Burlington Volunteer Reserve Corps volunteers, or the MA contact tracing team.
- **Masks for Burlington Residents:** In the early days of the pandemic, the Center for Disease Control (CDC) warned against wearing masks due to short supply. In April, 2020, the CDC changed their recommendation, however, masks continued to be in short supply. The Burlington Volunteer Reserve Corps (BVRC), with direction from the Board of Health, began a program of making and distributing masks to Burlington residents. Several BVRC members sewed masks which were delivered by other volunteers to the mailboxes of residents in need. Overall, hundreds of masks were delivered to Burlington residents in March and April until purchasing cloth masks became an option.
- **Covid-19 Safety Standards:** Following the Governor’s declaration of a state of emergency due to the pandemic, the Department of Public Health (DPH) and the COVID-19 Command Center began developing new mandatory workplace safety standards which were supplemented by sector specific protocols. These standards covered numerous sectors including, but not limited to, child care, recreation, restaurants, office spaces, indoor and outdoor events, fitness centers, movie theaters, lodging, and retail. Enforcement of the many standards became the responsibility of local public health who relied upon various state agencies for interpretation and clarification of the standards. The Board of Health provided guidance to each specific sector to ensure compliance. In addition, in 2020 the Board of Health responded to approximately 110 complaints related to violating covid-19 safety standards.
- **Drive Through Flu Clinic (Emergency Dispensing Site):** In October, 2020, the Board of Health held its first drive through Flu Clinic/Emergency Dispensing Site. The event was held at the Burlington High School and several town departments provided assistance to the Board of Health

and the Burlington Volunteer Reserve Corps, including Burlington Public Schools, the Department of Public Works, Burlington Police and Fire Departments, and Youth and Family Services. Prior to the event and because of the pandemic, the Board of Health revised their Emergency Dispensing Site Plan to include a drive through component for receiving vaccine and this event served as an exercise to practice this section of the plan.

FY22 Goals

- Goals for the Board of Health include 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. The Board of Health will strive to improve the town's capabilities in emergency preparedness, provide health-related information and services to residents, and maintain the current level of regulatory oversight required to protect the Burlington community.

Staffing

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

Budget Issues

This budget is presented at an increase of 12.94% Operating (0% Accommodated, 11.15% Overall) for FY2022. In January, 2021, Town Meeting passed a warrant article to provide funding for the position of Associate Health Director for the Board of Health. This budget reflects the addition of that position and is the major budget driver. The FY22 Budget reflects a 13.7% increase in Total Salaries with all other areas being level funded.

	ACTUAL 2019	ACTUAL 2020	TOTAL 2021	DEPT 2022	SUPER- VISORY	W&M 2022
Salaries						
Full Time	411,536	457,033	520,732	577,908	577,908	577,908
Part Time	52,798	59,130	22,670	42,189	42,189	42,189
Elect/Appoint	3,485	3,388	7,069	7,182	7,182	7,182
Overtime	5,882	10,851	10,330	10,330	10,330	10,330
63- TOTAL SALARIES	473,700	530,402	560,801	637,609	637,609	637,609
Expenses						
Contracted Services	11,425	4,116	11,896	11,896	11,896	11,896
Materials & Supplies	5,496	5,495	5,500	5,500	5,500	5,500
M.E.L.T.	10,845	7,310	12,400	12,400	12,400	12,400
Capital Outlay	2,150	2,150	2,150	2,150	2,150	2,150
64- TOTAL EXPENSES	29,915	19,071	31,946	31,946	31,946	31,946
Special Accounts						
Home Health	0	0	0	0	0	0
Volunteer Reserve Corps	0	0	1,000	1,000	1,000	1,000
65- TOTAL SPECIAL	0	0	1,000	1,000	1,000	1,000

Accommodated							
66-	Hazardous Waste (A)	20,762	11,762	50,000	50,000	50,000	50,000
67-	Mosquito Control (A)	43,037	43,953	44,846	45,743	45,743	45,743
	TOTAL ACCOMMODATED	63,799	55,715	94,846	95,743	95,743	95,743
	TOTAL OPERATING	503,616	549,473	593,747	670,555	670,555	670,555
	GRAND TOTAL	567,415	605,188	688,593	766,298	766,298	766,298
							0.95%
							12.94%
							11.28%

541- COUNCIL ON AGING

Description of Services

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

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

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

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

The COA offers a variety of classes and workshops to promote health and fitness. Social activities allow opportunities for otherwise isolated seniors to remain engaged with their community. The COA hosts the

home delivered meals and congregate meal site via Minuteman Senior Services, offers transportation services to medical appointments, grocery stores and to the senior center, and provides advocacy on a local, state, and national level. Grants pay for fitness classes, one part-time outreach worker and a support group for individuals over 55 looking for work.

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

Significant Changes

- All of our present classes and activities are now virtual and will continue to be either entirely virtual or a hybrid for the foreseeable future.

FY21 Accomplishments

- Throughout the pandemic we continued to provide for the older residents of Burlington both through social services and programming. We quickly pivoted to virtual activities and took over delivery of meals on wheels for our volunteers to keep the number of exposures to our most vulnerable as low as possible. We also became a SNAP partner this year which allows us to better help our clients who need help with food security. The COA also took on more of the town's transportation. Now in addition to our own vehicles we are also running the "Burlington Community Transportation Program" utilizing rideshare and a rideshare concierge service to get residents where they need to go. Criteria for this program include being over 60, being disabled and having an income of less than 300% of the Federal Poverty level.

FY22 Goals

- Continue to review the current and future needs of the residents of Burlington and how to best assess their needs. We will also look at and adjust to their needs as we reopen the senior center. We plan to continue virtual programming even as we open up physically to allow those who are afraid to come out post-pandemic or are homebound to join activities and programming.

Staffing

(1) Director, (2) Full-Time Outreach Workers, (1) Full-Time Administrative Assistant I, (2) Part-Time Front Desk Clerk (19 hours, 15 hours), (3) PT Van Drivers (30 hours, (2) 6 hours) We did not utilize the 6-hour part-time drivers this year due to the pandemic.

	ACTUAL 2019	ACTUAL 2020	TOTAL 2021	DEPT 2022	SUPER- VISORY	W&M 2022
Salaries						
Full Time	227,241	270,103	302,831	310,100	310,100	310,100
Part Time	103,079	93,232	83,011	102,691	90,904	90,904
68- TOTAL SALARIES	330,320	363,335	385,842	412,791	401,004	401,004

	ACTUAL 2019	ACTUAL 2020	TOTAL 2021	DEPT 2022	SUPER- VISORY	W&M 2022
Expenses						
Contracted Services	3,433	3,035	7,200	7,200	7,200	7,200
Materials & Supplies	779	148	1,050	1,050	1,050	1,050
M.E.L.T.	0	0	1,300	1,300	1,300	1,300
69- TOTAL EXPENSES	4,212	3,183	9,550	9,550	9,550	9,550

Special Accounts

Minuteman Home Hlth.	6,942	6,942	6,942	6,942	6,942
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Emergency Assistance	0	0	500	500	500	500
70- TOTAL SPECIAL	6,942	6,942	7,442	7,442	7,442	7,442
GRAND TOTAL	341,474	373,460	402,834	429,783	417,996	417,996

3.76%

543- VETERANS SERVICES

Description of Services

Veterans' Agents

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

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

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

Veterans Services - State Benefits- Chapter 115, 108 CMR

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

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

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

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

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

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

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

The VA offers its benefit system through three major units: the Veterans Benefits Administration, National Cemetery Administration, and the Veterans Healthcare System. In addition to medical centers, the healthcare system includes nursing homes, domiciliary, and Vet Centers offering readjustment counseling. The Veterans Agent guides eligible veterans and their dependents to appropriate benefits. The Agent assists in completing the various Federal VA forms to apply for care at VA Hospital, receipt of low-income pension, disability compensation, Aid & Attendance, education, etc. Assists surviving spouses in applying for a low-income pension, final burial expenses and cemetery markers and conducts consultations advising veterans about retirement and pension issues, employment, education, health care, rehab, etc.

Memorial Day, Veterans Day and Special Ceremonies

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

Meetings attended

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

Youth Assistance

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

Other general responsibilities

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

Significant Changes

- No staffing changes are expected for FY22. A proposed 0.76% increase from FY21 budget which makes up a decrease in all but the Aid account and an increase of total budget due to contractual obligated salary increases.

FY21 Accomplishments

- Our office increased our VA case development by 18% in 2020, totaling over \$138,000.00 in new aid.
- Our office increased our MA case development by 13% in 2020, totaling over \$11,000.00 in new aid.

FY22 Goals

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

Staffing

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

Budget Issues

None.

	ACTUAL 2019	ACTUAL 2020	TOTAL 2021	DEPT 2022	SUPER- VISORY	W&M 2022
Salaries						
71- Full Time	121,568	128,383	136,129	141,589	141,589	141,589
TOTAL SALARIES	121,568	128,383	136,129	141,589	141,589	141,589
Expenses						
72- Materials & Supplies	2,742	1,384	3,069	2,349	2,349	2,349
M.E.L.T.	612	242	1,860	760	760	760
TOTAL EXPENSES	3,354	1,626	4,929	3,109	3,109	3,109
Special Accounts						
73- Mem. & Vet. Days	3,610	2,120	3,700	2,000	2,000	2,000
Veteran's Aid	85,318	100,528	110,000	110,000	110,000	110,000
TOTAL SPECIAL	88,928	102,648	113,700	112,000	112,000	112,000
GRAND TOTAL	213,850	232,657	254,758	256,698	256,698	256,698
						0.76%

549-YOUTH AND FAMILY SERVICES

Description of Services

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

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

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

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

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

Significant Changes

There are no significant staffing or budget changes expected for FY22.

FY21 Accomplishments

- We continue to provide a variety of services that address the emotional and social needs of Burlington youth and their families. We also continue to provide social services for all residents of Burlington. This year during the pandemic we were able to provide services using Telehealth
- We have continued to expand our group program offering yoga groups for elementary and middle school students. We also offered yoga classes for students at the high school. Our group program continues to operate using telehealth. We delivered materials to students involved in the Self-Expression groups.

FY22 Goals

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

Staffing

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

Budget Issues

None.

	ACTUAL 2019	ACTUAL 2020	TOTAL 2021	DEPT 2022	SUPER- VISORY	W&M 2022
Salaries						
Full Time	357,429	359,938	364,634	371,871	377,582	377,582
Part Time	71,463	80,582	85,074	87,587	77,187	77,187
74- TOTAL SALARIES	428,892	440,520	449,708	459,458	454,769	454,769
Expenses						
Contracted Services	8,885	6,238	11,500	11,500	11,500	11,500
Materials & Supplies	6,651	3,806	6,850	6,850	6,850	6,850
M.E.L.T.	5,020	1,534	5,106	5,106	5,106	5,106
Capital Outlay	355	934	800	800	800	800
75- TOTAL EXPENSES	20,911	12,512	24,256	24,256	24,256	24,256
GRAND TOTAL	449,803	453,032	473,964	483,714	479,025	479,025
						1.07%

590-DISABILITY ACCESS

Description of Services

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

- Advising and assisting municipal officials and employees in ensuring compliance with state and federal laws and regulations that affect people with disabilities
- Reviewing and making recommendations about policies, procedures, services, activities, and facilities of departments, boards and agencies of the Town as they affect people with disabilities
- Coordinating activities of other local groups organized for similar purposes

- Maintain DAC website and Facebook pages
- Have a Burlington Disability Access Commission logo created and received Board of Selectmen approval to utilize the new “moving forward” HP symbol.

Staffing

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

	ACTUAL 2019	ACTUAL 2020	TOTAL 2021	DEPT 2022	SUPER- VISORY	W&M 2022
Salaries						
76-	Part Time	481	166	542	534	534
	TOTAL SALARIES	481	166	542	534	534
Expenses						
77-	Materials & Supplies	399	152	400	400	400
	TOTAL EXPENSES	399	152	400	400	400
	GRAND TOTAL	880	318	942	934	934
						-0.85%

CULTURE AND RECREATION

610-PUBLIC LIBRARY

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

Statistics of note for fiscal year 2020:

173,471	Items checked out from the collection
18,430	Reference transactions
15,922	Public computer use
34,618	Wireless use
2,320	Hours the library was open
99,361	Visits to the library recorded
8,755	Attendees of library programs
774	Meeting room use (library and outside qualifying groups)
3,382	Study room use

Services include the following:

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

Significant Changes

- A continuation of the budget reductions made for FY 21 will have implications for the library's weekend operations.

FY21 Accomplishments

- The library quickly transitioned its programs and services online during the COVID-19 pandemic.
- Curbside pickup began June 2, 2020 and has become a customer-friendly means for patrons to secure library materials.
- Even though programs could not be presented in person, the library experienced a significant increase in attendance for adult programs (over 2,150 attendees) despite a 30% reduction in number of programs from the previous year.
- A new library website was unveiled in November 2020, located at burlingtonpubliclibrary.org
- The library expanded its community partnerships by working with 9 other libraries in the Merrimack Valley Library Consortium for the Social Justice Series of programs, in offering a week-long celebration of Diwali with the Indian Americans for Burlington, and with the mental health team from the Burlington High School to deliver book discussion groups covering issues in mental health.
- The library supported the Burlington Public School's Remote Academy by acting as a distribution hub, ensuring students and their families had easy access to class materials during the library's curbside operating hours.

FY22 Goals

- Continue to seek community partners to help deliver and strengthen library programs and services.
- Continue to develop innovative programming for adults and children.
- Begin a Space Planning Survey (delayed from FY 21) to assess the needs of our community and re-envision the internal layout of the library to meet those needs.

Staffing

(1) Library Director, (1) Assistant Library 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 reduced level of service for fiscal year 2021. Overtime for Sundays (27 out of a possible 37) and Summer Saturdays (0 out of a possible 9) are impacted by carrying over reductions from the previous fiscal year.

	ACTUAL 2019	ACTUAL 2020	TOTAL 2021	DEPT 2022	SUPER- VISORY	W&M 2022
Salaries						
Full Time	791,822	834,615	854,006	882,795	882,795	882,795
Part Time	421,943	391,596	429,018	436,085	436,085	436,085
Overtime	60,114	63,947	51,350	54,525	54,525	54,525
78- TOTAL SALARIES	1,273,879	1,290,158	1,334,374	1,373,405	1,373,405	1,373,405
Expenses						
Contracted Services	57,993	63,577	62,652	65,852	65,852	65,852
Materials & Supplies	12,750	10,014	13,900	10,700	10,700	10,700
M.E.L.T.	1,620	1,503	2,870	2,870	2,870	2,870
79- TOTAL EXPENSES	72,363	75,094	79,422	79,422	79,422	79,422

Special Accounts						
	Library Materials	158,525	174,000	196,095	196,095	196,095
80-	TOTAL SPECIAL	158,525	174,000	196,095	196,095	196,095
	GRAND TOTAL	1,504,767	1,539,252	1,609,891	1,648,922	1,648,922

630/631-RECREATION

Description of Services

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

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

	FY 2017	FY 2018	FY 2019	FY 2020
Number of Programs Offered	362	381	401	316
Total Attendance in Programs and Events	45,565	48,966	51,132	46,664

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

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

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

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

Significant Changes

- We have undertaken a new approach to field maintenance and expanded the program to more athletic fields in 2020. We plan to add more fields to the program in 2021 and hope to have all fields online by 2023.

FY21 Accomplishments

- Despite the pandemic the Recreation division successfully shifted to virtual programming and created weekly, family friendly social media activities and giveaways
- Purchased a new turf aerator to replace a 30 year old aerator
- Replacement of the block building at Rahanis Park with a new storage shed

FY22 Goals

- Continue to improve the safety and playability of our athletic fields through an improved field maintenance program.
- Create an accessible route from the parking lot to the wading pool at Simonds Park.
- Construct a small retaining wall to prevent the erosion of the hill behind the softball backstop at Simonds Park
- Install a sun shade to provide shelter from the sun over the large playground equipment at Wildwood Park
- Continue to plan for the reuse of the Overlook Park maintenance area

Staffing

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

Budget Issues

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

The Parks and Recreation budget contains increases in full-time and part-time salaries for FY 22. The increase in full and part-time salaries reflects contractual obligations in accordance with the BMEA contract.

	ACTUAL 2019	ACTUAL 2020	TOTAL 2021	DEPT 2022	SUPER- VISORY	W&M 2022
Salaries						
Full Time	952,646	1,087,472	1,111,967	1,142,718	1,142,718	1,142,718
Part Time	352,677	377,184	375,086	376,300	376,300	376,300
Elect/Appoint	1,575	2,100	2,100	2,100	2,100	2,100
Overtime	69,341	60,597	83,004	83,004	83,004	83,004
81- TOTAL SALARIES	1,376,240	1,527,353	1,572,157	1,604,122	1,604,122	1,604,122
Expenses						
Occupany	88,252	68,776	87,061	87,061	87,061	87,061
Contracted Services	41,263	38,088	40,625	40,625	40,625	40,625
Materials & Supplies	132,215	131,508	154,825	154,825	154,825	154,825
M.E.L.T.	13,455	15,337	16,549	16,549	16,549	16,549

	Capital Outlay	6,302	8,288	6,000	6,000	6,000	6,000
82-	TOTAL EXPENSES	281,487	261,997	305,060	305,060	305,060	305,060
Special							
	Transportation	16,266	14,378	15,030	15,030	15,030	15,030
83-	TOTAL SPECIAL	16,266	14,378	15,030	15,030	15,030	15,030
	GRAND TOTAL	1,673,902	1,803,728	1,892,247	1,924,212	1,924,212	1,924,212
							1.69%

691-HISTORICAL COMMISSION

Description of Services

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

Staffing

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

	ACTUAL 2019	ACTUAL 2020	TOTAL 2021	DEPT 2022	SUPER- VISORY	W&M 2022
Expenses						
Contracted Services	7,904	9,605	8,300	8,600	8,600	8,600
Materials & Supplies	892	250	1,180	725	725	725
M.E.L.T.	20	0	300	300	300	300
84- TOTAL EXPENSES	8,816	9,855	9,780	9,625	9,625	9,625
GRAND TOTAL	8,816	9,855	9,780	9,625	9,625	9,625
						-1.58%

DEPT 710-DEBT SERVICE

Description of Services

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

Budget Issues

The Town continues with its long stated goal to increase the investment in our infrastructure through the capital borrowing. Bonds are issued to invest in equipment, facilities, and infrastructure that will serve the

needs of the Town for years to come. This schedule will require that the Town fund the following amounts for debt service for Fiscal Year 2021; Principal **\$4,386,593** and Interest **\$2,390,179** for a combined total of **\$6,776,772 (+3.47%)**. Over the past several months we have worked closely with elected officials, department heads, and our financial advisors to develop a borrowing schedule that balances the needs of the departments as well as the impacts to the operating budget and the resident's tax burden. The Debt Plan contemplates that over the next several years, the Town will invest in some major projects, all of which are subject to Town Meeting Approval.

		ACTUAL 2019	ACTUAL 2020	TOTAL 2021	DEPT 2022	SUPER- VISORY	W&M 2022	
85-	Principal (A)	4,349,842	4,623,222	4,348,634	4,386,593	4,386,593	4,386,593	0.87%
86-	Interest (A)	2,028,971	2,056,738	2,200,743	2,390,179	2,390,179	2,390,179	8.61%
	GRAND TOTAL	6,378,813	6,679,960	6,549,377	6,776,772	6,776,772	6,776,772	3.47%

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 was used to account for the Town's share of running the B-Line. The B-line ceased to operate in December 2020, and this line is now used to fund the Town's rideshare subsidy program.

Capital Improvements represents an acknowledgement from management that the Town should be allocating some portion of available tax revenues toward infrastructure improvements. Currently these funds have been allocated for lease payment #2 of 5 for Phase 3 of the technology partnership between the Town and School for network infrastructure maintenance & improvement as well as a town and school wide telephone system replacement, and cyber security improvements.

	ACTUAL 2019	ACTUAL 2020	TOTAL 2021	DEPT 2022	SUPER- VISORY	W&M 2022	
87- Reserve Fund	237,975	0	300,000	200,000	200,000	200,000	-33.33%
88- Middlesex Retire. (A)	9,418,623	9,987,321	10,675,811	11,757,449	11,757,449	11,757,449	10.13%
89- Negotiated Settlements	850,000	880,000	249,740	535,000	535,000	535,000	114.22%
90- Stabilization (A)	0	0	0	0	0	0	0.00%
91- Local Transport (A)	50,000	120,000	120,000	50,000	50,000	50,000	-58.33%
92- Capital Budget (A)	300,000	300,000	400,000	400,000	400,000	400,000	0.00%

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SECTION 3: SUPPLEMENTAL INFORMATION

PERSONNEL CHART (FY 2020 - FY 2022)

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

DEPARTMENT	JOB CLASS DESC	FISCAL 2020			FISCAL 2021			FISCAL 2022 PROPOSED		
		# 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	7.00	1	1.00	6.00	1	1.00	6.00
	ASSISTANT TOWN ADMINISTRATOR*	-	-		-	-		-	-	
	ECONOMIC DEVELOPMENT DIRECTOR	1	1.00		1	1.00		1	1.00	
	PURCHASING ANALYST*	1	1.00		-	-		-	-	
	SELECTMEN'S OFFICE MANAGER*	1	1.00		1	1.00		1	1.00	
	ADMINISTRATIVE ASSISTANT I	3	3.00		3	3.00		3	3.00	
135 Accounting	TOWN ACCOUNTANT*	1	1.00	4.57	1	1.00	5.57	1	1.00	5.00
	BUDGET DIRECTOR*	1	1.00		1	1.00		1	1.00	
	PURCHASING/FINANCIAL ANALYST				1	1.00		1	1.00	
	ASSISTANT TOWN ACCOUNTANT	1	1.00		1	1.00		1	1.00	
	ACCOUNTING SPECIALIST	1	1.00		1	1.00		1	1.00	
	ACCOUNTING TECHNICIAN	1	0.57		1	0.57		0	0.00	
141 Assessors	APPRAISER/ASSESSOR*	1	1.00	4.00	1	1.00	4.00	1	1.00	4.00
	ADMINISTRATIVE ASSISTANT II	1	1.00		1	1.00		1	1.00	
	ADMINISTRATIVE ASSISTANT I	2	2.00		2	2.00		2	2.00	
145 Treasurer	TREASURER/COLLECTOR*	1	1.00	10.00	1	1.00	10.00	1	1.00	9.00
	ASSISTANT TAX COLLECTOR	1	1.00		1	1.00		1	1.00	
	ASSISTANT TREASURER	1	1.00		1	1.00		1	1.00	
	BENEFITS ADMINISTRATOR	1	1.00		1	1.00		1	1.00	
	PAYROLL ADMINISTRATOR	1	1.00		1	1.00		1	1.00	
	BENEFITS SPECIALIST	1	1.00		1	1.00		1	1.00	
	ADMINISTRATIVE ASSISTANT I	4	4.00		4	4.00		3	3.00	
	OFFICE ASSISTANT	0	0.00		0	0.00		0	0.00	

152 Human Resources	HUMAN RESOURCES DIRECTOR*	1	1.00	2.00	1	1.00	2.00	1	1.00	2.00
	HUMAN RESOURCES COORDINATOR*	1	1.00		1	1.00		1	1.00	
155 MIS	CRITICAL SYSTEMS ADMIN*	1	1.00	4.00	1	1.00	4.00	1	1.00	4.00
	APPLICATIONS SYSTEM ADMIN*	1	1.00		1	1.00		1	1.00	
	IT SUPPORT ADMINISTRATOR*	1	1.00		1	1.00		1	1.00	
	NETWORK REPAIR TECHNICIAN*	1	1.00		1	1.00		1	1.00	
161 Town Clerk	TOWN CLERK*	1	1.00	4.54	1	1.00	5.00	1	1.00	5.00
	ARCHIVIST/RECORDS MANAGER*	1	1.00		1	1.00		1	1.00	
	ADMINISTRATIVE ASSISTANT II	1	1.00		1	1.00		1	1.00	
	ADMINISTRATIVE ASSISTANT I	1	1.00		2	2.00		2	2.00	
	PART-TIME DEPT ADMIN ASSISTANT (19)	1	0.54		-	-		-	-	
171 Conservation	CONSERVATION ADMINISTRATOR*	1	1.00	3.00	1	1.00	3.00	1	1.00	3.00
	ASSISTANT CONSERVATION ADMIN.*	1	1.00		1	1.00		1	1.00	
	ADMINISTRATIVE ASSISTANT I	1	1.00		1	1.00		1	1.00	
175 Planning	PLANNING DIRECTOR*	1	1.00	4.00	1	1.00	4.00	1	1.00	4.00
	SENIOR PLANNER*	1	1.00		1	1.00		1	1.00	
	ASSISTANT PLANNER*	1	1.00		1	1.00		1	1.00	
	ADMINISTRATIVE ASSISTANT I	1	1.00		1	1.00		1	1.00	
210 Police	POLICE CHIEF*	1	1.00	78.14	1	1.00	79.14	1	1.00	78.14
	DEPUTY POLICE CHIEF	1	1.00		1	1.00		1	1.00	
	POLICE CAPTAIN	2	2.00		2	2.00		2	2.00	
	POLICE LIEUTENANT	5	5.00		5	5.00		5	5.00	
	POLICE SERGEANT	9	9.00		9	9.00		9	9.00	
	POLICE PATROLMEN	50	50.00		51	51.00		50	50.00	
	CIVIL POLICE DISPATCHER	3	3.00		3	3.00		3	3.00	
	TRAFFIC SUPERVISOR	7	3.14		7	3.14		7	3.14	
	ANIMAL CONTROL OFFICER	1	1.00		1	1.00		1	1.00	
	AMN SECRETARY	1	1.00		1	1.00		1	1.00	
	ADMINISTRATIVE ASSISTANT I	2	2.00		2	2.00		2	2.00	
220 Fire	FIRE CHIEF*	1	1.00	73.86	1	1.00	73.86	1	1.00	73.86

		ASSISTANT FIRE CHIEF*	1	1.00		1	1.00		1	1.00	
		FIRE CAPTAIN	6	6.00		6	6.00		6	6.00	
		FIRE LIEUTENANT	10	10.00		10	10.00		10	10.00	
		FIREFIGHTER	48	48.00		48	48.00		48	48.00	
		CIVILIAN DISPATCHER	4	4.00		4	4.00		4	4.00	
		EMERGENCY VEHICLE TECHNICIAN-MECHNIC	1	1.00		1	1.00		1	1.00	
		AMNISTRATIVE SECRETARY	1	1.00		1	1.00		1	1.00	
		ADMINISTRATIVE ASSISTANT I	1	1.00		1	1.00		1	1.00	
		PART-TIME OFFICE ASSISTANT (30)	1	0.86		1	0.86		1	0.86	
241 Building Inspector		INSPECTOR OF BUILDINGS*	1	1.00	8.00	1	1.00	8.00	1	1.00	7.00
		LOCAL BUILDING INSPECTOR	2	2.00		2	2.00		1	1.00	
		SENIOR BUILDING INSPECTOR	1	1.00		1	1.00		1	1.00	
		INSPECTOR OF WIRES	1	1.00		1	1.00		1	1.00	
		INSPECTOR OF PLUMBING & GAS	1	1.00		1	1.00		1	1.00	
		ADMINISTRATIVE ASSISTANT I	2	2.00		2	2.00		1	1.00	
		PART-TIME ADMINISTRATIVE ASSISTANT (19)									
400 Public Works	411 Engineering	TOWN ENGINEER*	1	1.00	63.85	1	1.00	65.85	1	1.00	65.85
		ASSISTANT TOWN ENGINEER*	1	1.00		1	1.00		1	1.00	
		SENIOR CIVIL ENGINEER	2	2.00		2	2.00		2	2.00	
		JR CIVIL ENGINEER	1	1.00		1	1.00		1	1.00	
		ADMINISTRATIVE ASSISTANT I	1	1.00		1	1.00		1	1.00	
	420 Admin	DPW SUPERINTENDENT*	1	1.00		1	1.00		1	1.00	
		OPERATIONS ANALYST*	1	1.00		1	1.00		1	1.00	
		ADMINISTRATIVE ASSISTANT II	1	1.00		1	1.00		1	1.00	
		ACCOUNTING SPECIALIST	2	2.00		2	2.00		2	2.00	
		ADMINISTRATIVE ASSISTANT I	1	1.00		1	1.00		1	1.00	
	421 Highway	SUPERINTENDENT	1	1.00		1	1.00		1	1.00	
		LEAD FOREMAN	1	1.00		1	1.00		1	1.00	
		WORKING FOREMAN/LABORER	1	1.00		1	1.00		1	1.00	
		SPECIAL HEAVY EQUIP OPER/LABOR	10	10.00		10	10.00		10	10.00	
		TIME/RECORD KEEPER	1	1.00		1	1.00		1	1.00	
	451 Water & Sewer	WATER QUALITY PRODUCTION MGR	1	1.00		1	1.00		1	1.00	
		CHIEF OPERATOR CHEMIST	1	1.00		1	1.00		1	1.00	
		TREATMENT PLANT OPERATOR	7	7.00		7	7.00		7	7.00	

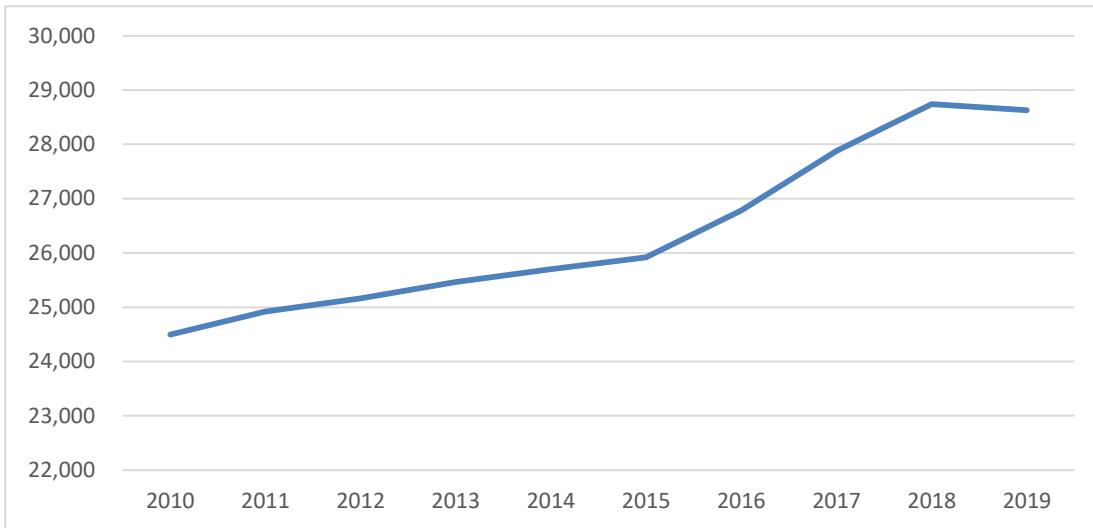
	ASST SUPERINTENDENT	1	1.00		1	1.00		1	1.00	
	LEAD FOREMAN	1	1.00		1	1.00		1	1.00	
	WORKING FOREMAN/LABORER	1	1.00		1	1.00		1	1.00	
	PUMPING STATION OPERATOR	3	3.00		3	3.00		3	3.00	
	SPECIAL HEAVY EQUIP OPER/LABOR	1	1.00		1	1.00		1	1.00	
	WATER SYSTEM MAINTENANCE CRAFT	2	2.00		2	2.00		2	2.00	
	METER/BACKFLOW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

		ADMINISTRATIVE ASSISTANT I	1	1.00		1	1.00		1	1.00	
549 Youth & Family Services		EXECUTIVE DIRECTOR*	1	1.00	6.14	1	1.00	6.14	1	1.00	5.65
		GROUP WORK COORDINATOR*	1	1.00		1	1.00		0	0.00	
		SOCIAL WORKER*	4	2.14		4	2.14		4	2.65	
		ADMINISTRATIVE ASSISTANT	1	1.00		1	1.00		1	1.00	
		CLINICAL SUPERVISOR	1	1.00		1	1.00		1	1.00	
610 Library		LIBRARY DIRECTOR*	1	1.00	15.97	1	1.00	15.97	1	1.00	15.97
		ASSISTANT LIBRARY DIRECTOR	1	1.00		1	1.00		1	1.00	
		CHILDREN'S LIBRARIAN	1	1.00		1	1.00		1	1.00	
		CIRCULATION LIBRARIAN	1	1.00		1	1.00		1	1.00	
		HEAD REFERENCE LIBRARIAN	1	1.00		1	1.00		1	1.00	
		TECH SERVICE LIBRARIAN	1	1.00		1	1.00		1	1.00	
		REFERENCE LIBRARIAN	2	2.00		2	2.00		2	2.00	
		CIRC & TECH SERVICES ASST	1	0.91		1	0.91		1	0.91	
		ASSISTANT TO CHILD LIBRARIAN	3	2.14		3	2.14		3	2.14	
		CIRCULATION ILL ASSISTANT	1	1.00		1	1.00		1	1.00	
		SENIOR LIBRARY TECH	2	1.49		2	1.49		2	1.49	
		IT ASSISTANT	1	0.43		1	0.43		1	0.43	
		ADMINISTRATIVE ASSISTANT I	1	1.00		1	1.00		1	1.00	
		YOUNG-ADULT LIBRARIAN	1	1.00		1	1.00		1	1.00	
630/1 Recreation	630 Director	DIRECTOR OF PARKS & RECREATION*	1	1.00	15.57	1	1.00	15.57	1	1.00	15.57
		PROGRAM COORDINATOR	1	1.00		1	1.00		1	1.00	
		ASSISTANT PROGRAM COORDINATOR	1	1.00		1	1.00		1	1.00	
		ADMINISTRATIVE ASSISTANT I	2	2.00		2	2.00		2	2.00	
		OFFICE ASSISTANT	1	0.57		1	0.57		1	0.57	
		THERAPEUTIC RECREATION SPECIALIST	1	1.00		1	1.00		1	1.00	
	631 Maintenance	SUPERINTENDENT OF REC MAINT	1	1.00		1	1.00		1	1.00	
		LEAD WORKING FOREMAN	1	1.00		1	1.00		1	1.00	
		WORKING FOREMAN	1	1.00		1	1.00		1	1.00	
		MAINT CRAFTSMAN	6	6.00		6	6.00		6	6.00	
TOTAL ALL DEPARTMENTS			332.00		319.59	335.00		323.04	331.00		319.98

STATISCAL INFORMATION

POPULATION

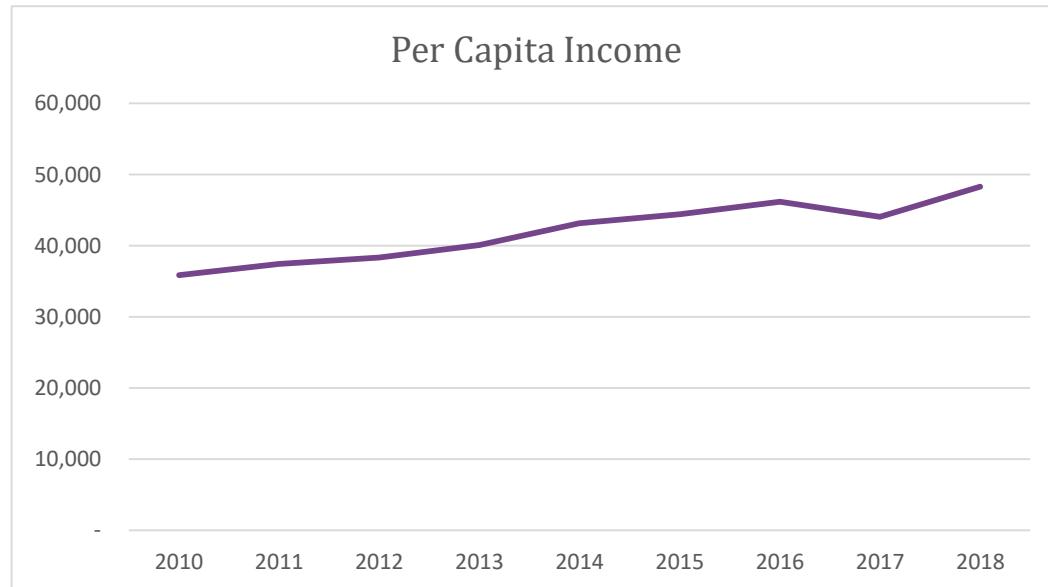
2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
24,498	24,920	25,165	25,463	25,699	25,920	26,782	27,881	28,742	28,627



Source: Massachusetts Department of Revenue

PER CAPITA INCOME

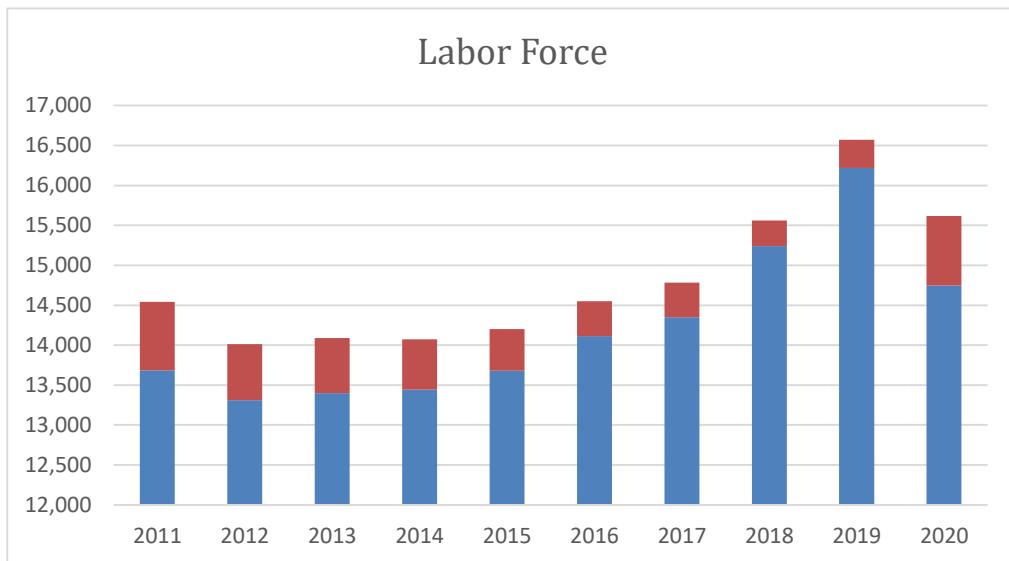
2010	2011	2012	2013	2014	2015	2016	2017	2018
35,843	37,429	38,353	40,101	43,154	44,437	46,169	44,050	48,304



Source: Massachusetts Department of Revenue

LABOR FORCE

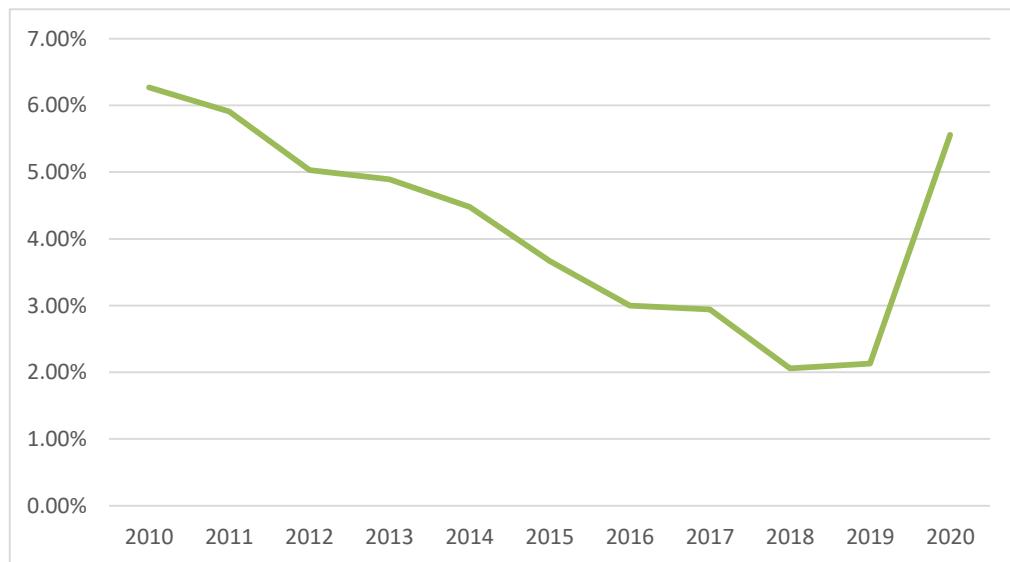
2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
13,682	13,309	13,399	13,442	13,681	14,113	14,351	15,239	16,219	14,747
859	705	689	630	521	437	434	321	353	869



Source: Massachusetts Department of Revenue

UNEMPLOYMENT RATE

2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
6.27%	5.91%	5.03%	4.89%	4.48%	3.67%	3.00%	2.94%	2.06%	2.13%	5.56%



Source: Massachusetts Department of Revenue

LOCAL ECONOMY

Top Ten Taxpayers (FY 2020)

No.	Name	Assessed Value	Total Tax Bill
1	Bellwether Prop. of Mass.	\$251,177,600	\$6,415,076
2	Network Drive Owner LLC	\$211,401,900	\$5,399,205
3	Neep Investors Holding LLC	\$191,810,500	\$4,898,840
4	Wayside Common Invest.	\$80,064,000	\$2,044,835
5	Oracle USA Inc.	\$72,274,100	\$1,845,881
6	Burlington Mall FB-1 LLC	\$68,632,600	\$1,752,877
7	Gutierrez Arturo	\$62,058,600	\$1,584,977
8	CH Rlty VII-PHG H Bos Bur LLC	\$59,603,400	\$1,522,271
9	Piedmont 5 & 15 Wayside LLC	\$55,296,200	\$1,412,265
10	Piedmont 25 Mall Road LLC	\$54,554,500	\$1,393,322

Source: Official Statement 2019

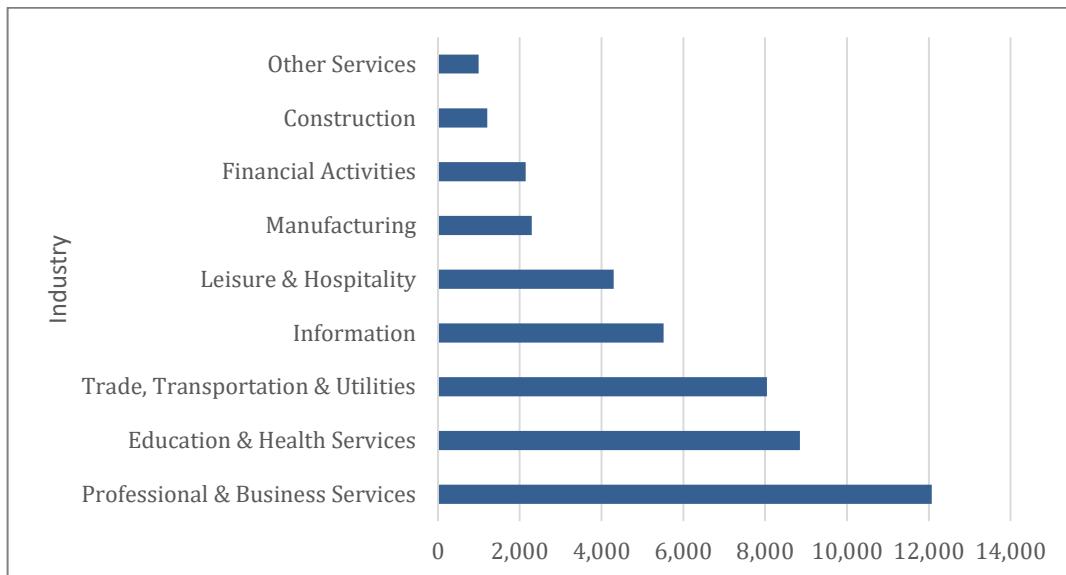
Principal Employers (FY 2020)

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

Source: Official Statement 2019

Businesses in Burlington

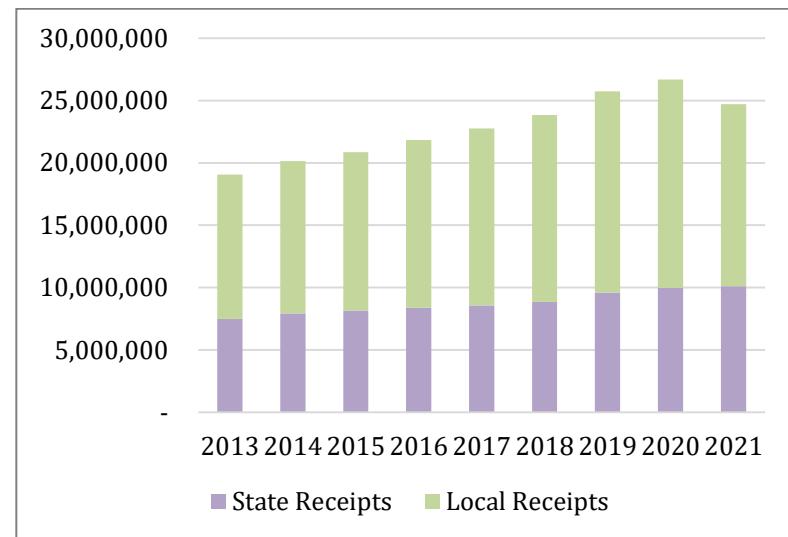
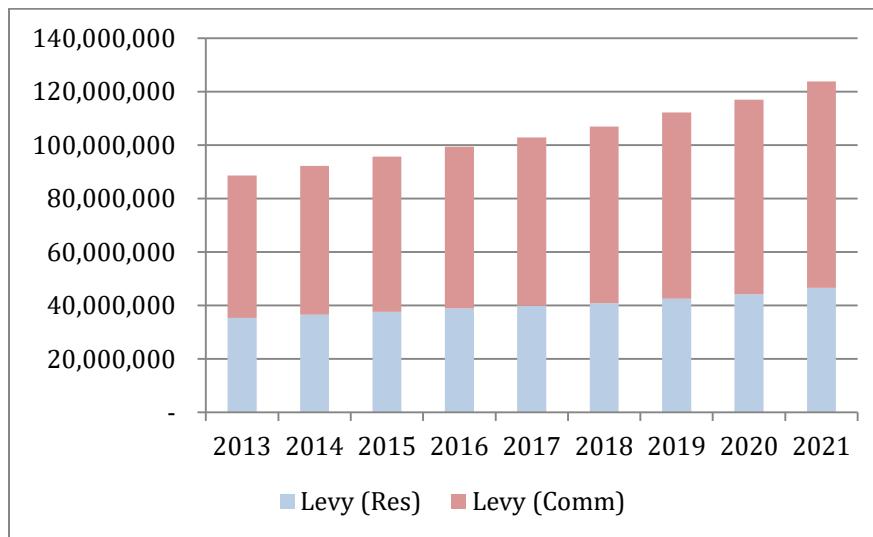
Business Type	Employees
Professional & Business Services	12,075
Education & Health Services	8,848
Trade, Transportation & Utilities	8,042
Information	5,520
Leisure & Hospitality	4,296
Manufacturing	2,292
Financial Activities	2,145
Construction	1,206
Other Services	991



Source: Burlington Comprehensive Master Plan

REVENUE TRENDS

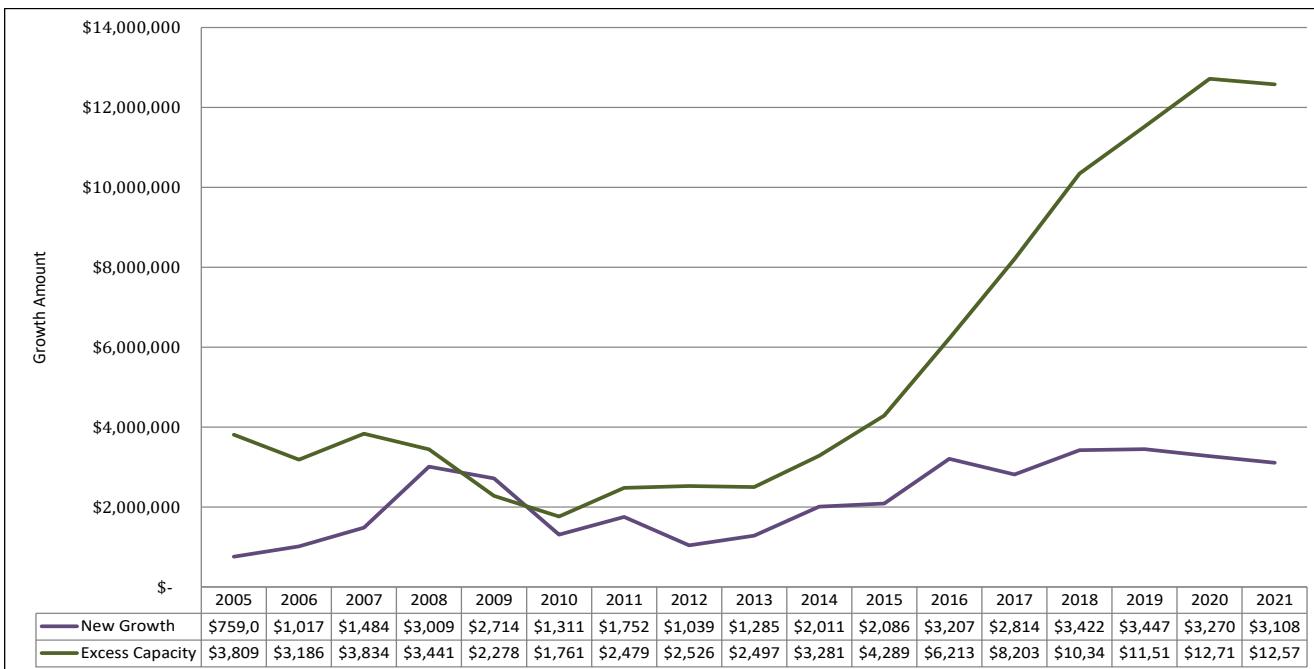
SOURCE	2013	2014	2015	2016	2017	2018	2019	2020	2021
Levy (Res.)	35,327,945	36,488,068	37,665,103	38,920,977	39,864,195	40,792,378	42,490,973	44,188,654	46,625,032
Levy (Comm.)	53,320,277	55,666,315	57,953,205	60,478,310	62,999,352	66,128,891	69,663,310	72,764,980	77,166,778
Subtotal	88,648,222	92,154,383	95,618,308	99,399,287	102,863,547	106,921,269	112,154,283	116,953,634	123,791,810
State Receipts	7,494,087	7,919,849	8,151,960	8,395,166	8,560,593	8,853,759	9,609,507	9,991,068	10,105,123
Local Receipts	11,570,000	12,218,111	12,704,730	13,432,865	14,194,300	14,971,938	16,113,475	16,692,757	14,595,515
Subtotal	19,064,087	20,137,960	20,856,690	21,828,031	22,754,893	23,825,697	25,722,982	26,683,825	24,700,638
TOTAL	107,712,309	112,292,343	116,474,998	121,227,318	125,618,440	130,746,966	137,877,265	143,637,459	148,492,448



Source: Massachusetts Department of Revenue

NEW GROWTH AND EXCESS CAPACITY TRENDS

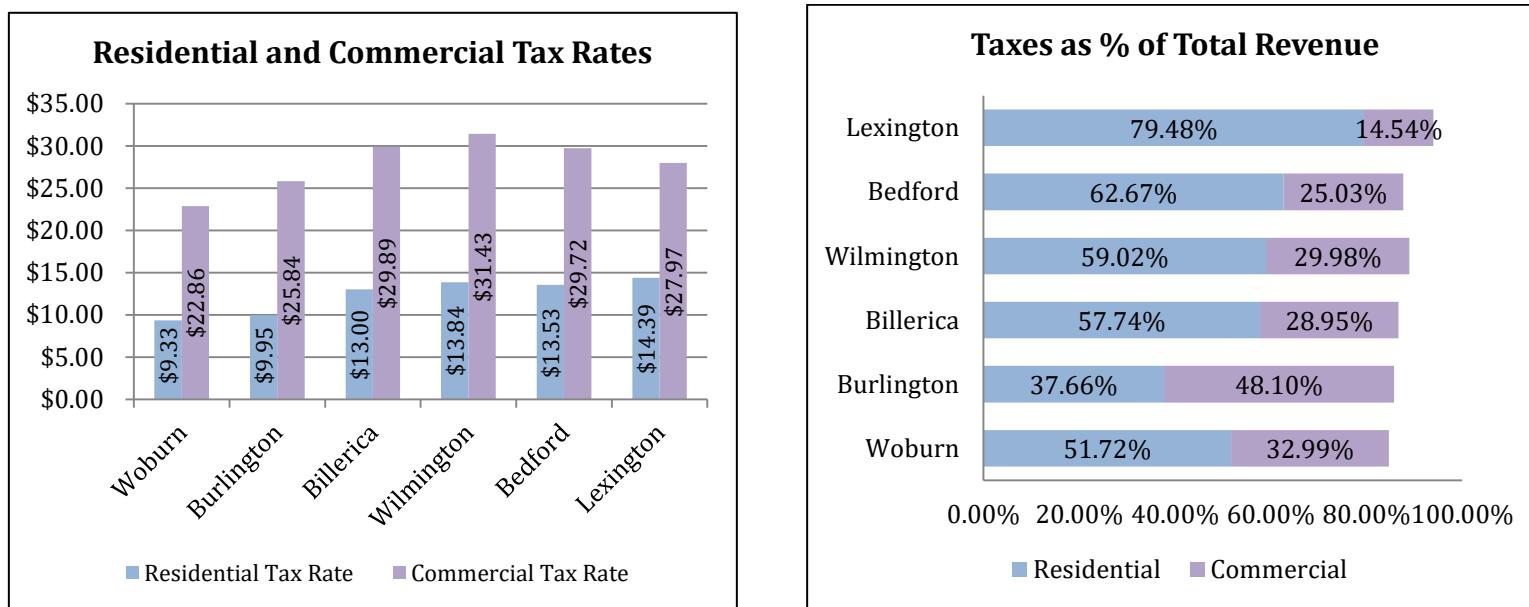
Fiscal Year	New Growth	Excess Capacity
2005	\$ 759,095	\$ 3,809,467
2006	\$ 1,017,164	\$ 3,186,060
2007	\$ 1,484,969	\$ 3,834,411
2008	\$ 3,009,772	\$ 3,441,330
2009	\$ 2,714,298	\$ 2,278,469
2010	\$ 1,311,909	\$ 1,761,889
2011	\$ 1,752,240	\$ 2,479,594
2012	\$ 1,039,460	\$ 2,526,883
2013	\$ 1,285,957	\$ 2,497,532
2014	\$ 2,011,752	\$ 3,281,767
2015	\$ 2,086,124	\$ 4,289,870
2016	\$ 3,207,055	\$ 6,213,650
2017	\$ 2,814,173	\$ 8,203,886
2018	\$ 3,422,812	\$ 10,345,662
2019	\$ 3,447,269	\$ 11,517,758
2020	\$ 3,270,590	\$ 12,715,534
2021	\$ 3,108,273	\$ 12,574,264



Source: Massachusetts Department of Revenue

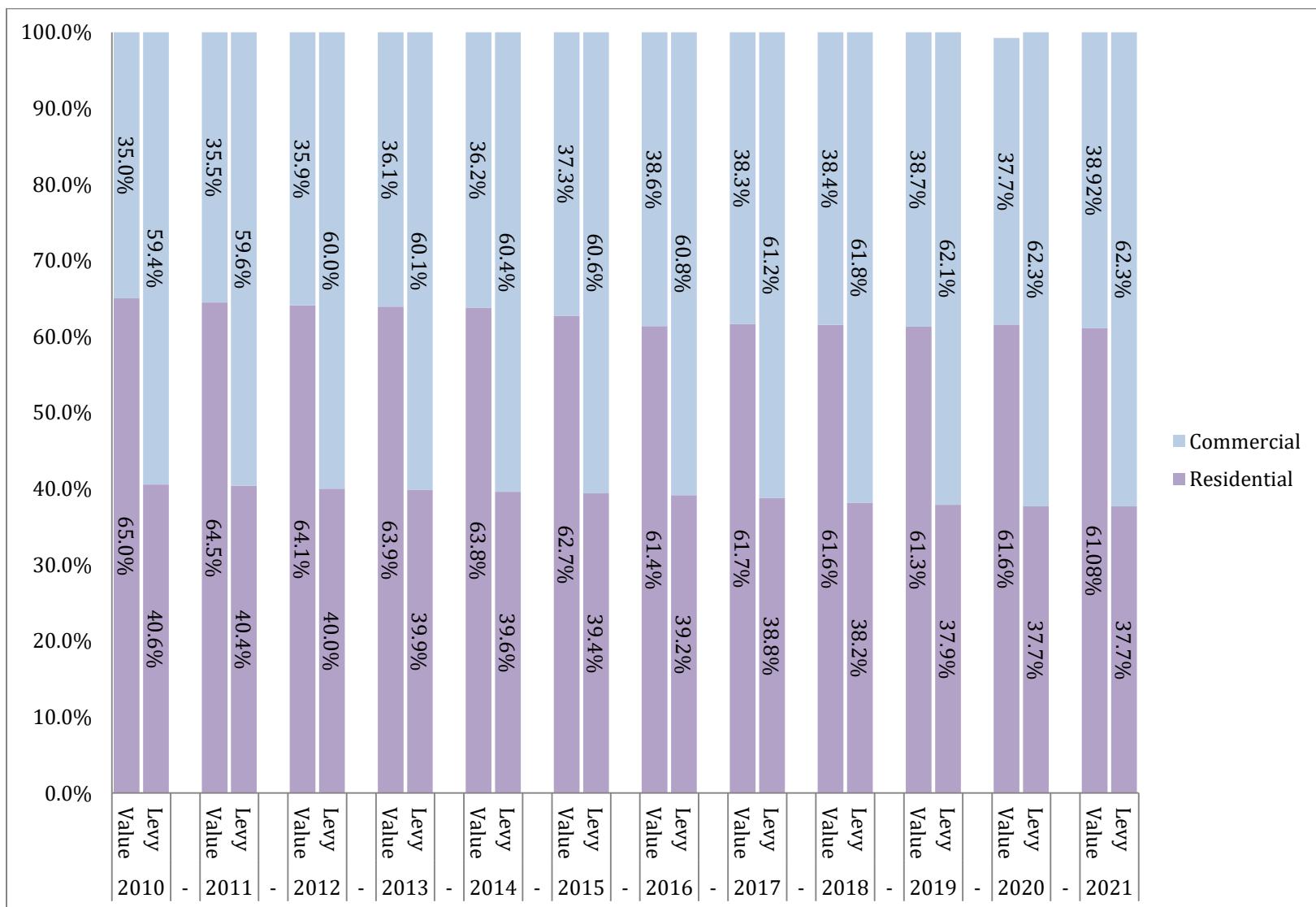
COMMUNITY COMPARISONS

Community	Residential Tax Rate	Commercial Tax Rate	Average Single Family Tax Bill	Residential Levy	Commercial Levy	Total Levy	Total Revenue
Woburn	\$9.33	\$22.86	\$4,872	\$60,331,131	\$56,326,217	\$116,657,348	\$170,751,719
Burlington	\$9.95	\$25.84	\$5,711	\$46,625,032	\$77,166,778	\$123,791,810	\$160,418,679
Billerica	\$13.00	\$29.89	\$5,663	\$76,851,264	\$56,255,200	\$133,106,464	\$194,345,345
Wilmington	\$13.84	\$31.43	\$7,017	\$53,373,317	\$37,060,567	\$90,433,884	\$123,605,674
Bedford	\$13.53	\$29.72	\$10,171	\$44,133,098	\$26,285,079	\$70,418,177	\$105,012,472
Lexington	\$14.39	\$27.97	\$16,241	\$164,535,806	\$42,478,903	\$207,014,709	\$292,240,510



Source: Massachusetts Department of Revenue

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



Source: Massachusetts Department of Revenue

SECTION 4: CAPITAL IMPROVEMENT PLAN

OVERVIEW OF THE CAPITAL IMPROVEMENT PLAN

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

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

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

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





Town of Burlington

Capital Budget Committee

Fellow Taxpayers:

The Capital Budget Committee (CBC) has reviewed the Ten Year Capital spending plan and the FY 2022 Capital requests for the Town of Burlington in accordance with its oversight responsibilities of review and comment on the evolving Town needs for equipment and facilities necessary to support the municipal services upon which we rely and enjoy. We believe that the plan continues to provide a good basis on which to schedule deployment of funds to support both general maintenance projects and major municipal facility requirements. However, the impact on Town revenues, as a result of the current Public Health crisis caused by the world wide spread of a new strain of Corona virus, continues to put that schedule, costs, and some of the potential projects in doubt.

Until, there is a better understanding of the extent of revenue losses over both the near and long term, the extent of changes to the Ten Year Capital plan cannot be defined at this time. The CBC committee believes that at this time capital projects should be authorized for essential public service, such as all the water and sewer system improvements planned, and those that impact public health and safety without regard to current financial uncertainties. To the extent that funds are available at reasonable cost to tax payers, we believe project authorization should focus on those that would incur significant cost increases should they be delayed. The CBC has based its recommendations to Town Meeting on these precepts.

The attached report represents a current summary of the anticipated needs over the next decade and reflects Town Administration's best judgment of an appropriate balance between level of services desired by residents and the anticipated costs to taxpayers of those municipal services.

The plan, of necessity, is under continuous review and revision and is subject to change as better definition of equipment and project plans are prepared, alternative project design evaluations are completed, and new assessments of needs are developed. The CBC review process was completed for all but the School Department requests for FY 2022, prior to the recognition of, and State action to mitigate, the effects of the pandemic. Therefore, the CBC recommendations to Town Meeting, except those for the School Department requests, need to be reconsidered in light of current economic conditions. We are pleased to note that the Administration and each Department have begun the process of evaluating project priorities in order to reduce planned spending for FY2022 and recognize that this revision process may well require a significant amount of time, depending on the course of the Public Health crisis.

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

Capital Budget Committee

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

Patrick Moreno
Myrna A. Saltman
Salvana Shakaib

Article #	Department & Item	FY 2021 (Prior Year)		FY 2022		FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
		Supervisory Recommendation AMOUNT	SOURCE	Requested	Supervisory Recommendation AMOUNT	SOURCE								
	General Government													
122 Selectmen/Administrator	Town Common 9/11 Memorial Improvements	25,000	25,000	Free Cash										
	155 MIS													
	Technology Infrastructure	300,000	Tax Levy	300,000	300,000	Tax Levy	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
	Cyber Security	100,000	Tax Levy	100,000	100,000	Tax Levy	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
	subtotal	400,000		400,000	400,000		400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
161 Town Clerk	New Voting Equipment		50,000		50,000	Free Cash								
	Electronic Document Management Software							30,000						
	subtotal	0		50,000	50,000		30,000	0						
171 Conservation	Open Space Recreation Plan (OSRP)										40,000			
	Vehicle								30,000					
	subtotal	0		0	0		0	0	30,000	0	40,000	0	0	0
210 Police	Ballistic Vest Replacement	89,580	Free Cash											
	Replace Portable Radios (2-year cycle)							58,880						
	subtotal	89,580		0	0		58,880	0						
220 Fire	<i>Vehicles:</i>													
	2010 Horton (Reserve) (Ambulance 3)								410,000					
	Command Car 2 2015 Ford Interceptor									65,000				
	Command Car 5 2009 Ford Escape		33,000		33,000	Free Cash								
	Command Car 7 2008 Ford Escape	32,000	Free Cash											
	Command Car 1 2017 Ford Interceptor										65,000			
	Command Car 3 2017 Ford Expedition								65,000					
	Department Pickup 2012 F350													
	<i>Fire Truck Pumpers:</i>													
	2002 Pierce Quantum (2013) (Engine 3)											840,000		
	2002 Pierce Arrow XT (Engine 4)								800,000					
	<i>Fire Truck Misc.:</i>													
	Aerial Tower 2008 Pierce								1,500,000					
	<i>Other:</i>													
	Radio Communication System Upgrade		1,240,000		1,240,000	Borrowing								
	Living Quarters Upgrade							40,000						
	Policy and Training Solutions		36,000		36,000	Free Cash								
	subtotal	32,000		1,309,000	1,309,000		1,605,000	865,000	410,000	65,000	0	65,000	840,000	0
241 Building Inspector	Replacement Vehicle								26,460					
	subtotal	0		0	0		26,460	0	0	0	0			
400 Public Works	<i>Streets & Sidewalks:</i>													
	Road & Parking Paving	3,000,000	Borrowing					3,000,000		3,000,000		3,000,000		3,000,000
	Sidewalk Restoration/Upgrade							250,000		250,000		250,000		250,000
	Winn St./Mountain Rd. Traffic Light								420,000					
	Winn St./Peach Orchard Corridor Improvement										3,000,000			
	S. Bedford St/Blanchard Rd. Upgrades									500,000				
	<i>Water Treatment:</i>													
	<i>Water Distribution & Production:</i>													
	MWRA Water Connection-Phase 2 Design	3,500,000	Borrowing											
	Water Main Upgrades			1,500,000		1,500,000	Borrowing		1,000,000		1,000,000		1,000,000	
	Tyco Dry Valve Replacement Program	40,000	Free Cash											
	Replace Center Street Tank										3,000,000			
	Shawsheen Raw Water Intake Lining							1,000,000	1,000,000	1,000,000	1,000,000	1,000,000		
	<i>Sewer System Improvements:</i>													

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		Supervisory Recommendation AMOUNT	SOURCE	Requested	Supervisory Recommendation AMOUNT	SOURCE	Requested	Requested	Requested	Requested	Requested	Requested	Requested	Requested	
	Inflow/Infiltration Project 7 (MWRA Loan portion)														
	Inflow/Infiltration Project 7 (Sewer Fund portion)														
	Sewer Pump Station Rehabilitation	120,000	Sewer Enterprise				50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	
	Douglas PS Forcemain Replacement								1,300,000						
	Francis Wyman Pump Station Design	300,000	Sewer Enterprise												
	Francis Wyman Pump Station Rehabilitation			2,200,000	2,200,000	Sewer Enterprise									
	Grandview Pump Station Design						100,000								
	Grandview Pump Station Rehabilitation							500,000							
	Patridge Lane Pump Station Design			100,000	100,000	Free Cash									
	Patridge Lane Pump Station Rehabilitation						600,000								
	Culvert/Stream Cleaning/ Drainage Repair			200,000	200,000	Free Cash	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	
	Sewer Pump and VFD Upgrade			80,000	80,000	Free Cash									
	Mill Pond Pump 3 VFD and Control Panel Box			40,000	40,000	Free Cash									
	<i>Cemetery:</i>														
	Development/Expand Pine Haven (knoll area)								500,000						
	Chestnut Hill Fence						20,000								
	Expand Chestnut Hill Garage						150,000								
	<i>Highway:</i>														
	Chapter 90 Roadwork	1,084,501	Chapter 90	1,092,064	1,092,064	Chapter 90									
	DPW Vehicle Replacement Program:			457,000	Free Cash	399,000	399,000	Free Cash	621,500	475,000	490,000	271,000	471,000	512,000	
				55,000	Sewer Enterprise								250,000	632,000	
	<i>Facilities:</i>														
	61 Center Street-Gym Façade												130,000		
	61 Center Street-Gym Roof												155,000		
	61 Center Street Murray Kelly Roof												92,000		
	61 Center Street-Elevator Piston													100,000	
	Library Roof			350,000	350,000	Free Cash									
	Facility Upgrades (Library RTUs)	250,000	Free Cash												
	Library Elevator												100,000		
	Police HQ-Roof (1991 addition)								300,000						
	Police HQ Generator								75,000						
	Police HQ Bathroom Renovation														
	Fire HQ Elevator												140,000		
	Fire HQ Roof													100,000	
	Fire HQ- Garage Doors													230,000	
	Town Hall Generator	140,000	Free Cash											55,000	
	Town Hall Annex Roof								60,000						
	Town Hall Annex Elevator Piston													100,000	
	Town Hall Reznor								200,000						
	Town Hall Annex Reznor								200,000						
	Town Hall Elevator Piston													100,000	
	Town Hall Flat Roof								25,000						
	Facility Upgrades Including Energy Conservation								150,000	200,000	200,000	200,000			
	Town/School Building Construction								20,000,000						
	Expand Chestnut Hill Garage								150,000						
	Meadowbrook School Roof									1,300,000					
	West School Foundation and Siding								50,000						
	Carpenter House			15,000	15,000	Free Cash									
	subtotal	8,946,501		5,976,064	5,976,064		27,201,500	5,145,000	7,130,000	26,221,000	7,971,000	2,294,000	3,880,000	2,482,000	4,134,000
	510 Board of Health														
	Administrative Vehicle								55,000						
	subtotal	0		0	0		55,000	0	0	0	0	0	0	0	
	541 Council on Aging														
	Replace Van 1								55,000						
	Upgrade Furniture & Fixtures									25,000					
	Digital Signage										30,000				
	subtotal	0		0	0		55,000	0	25,000	0	30,000	0	0	0	

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		Supervisory Recommendation AMOUNT	SOURCE	Requested	Supervisory Recommendation AMOUNT	SOURCE	Requested	Requested	Requested	Requested	Requested	Requested	Requested	Requested
	549 Youth & Family Services													
	subtotal	0		0	0		0	0	0	0	0			
	610 Public Library													
	Paint						7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500
	subtotal	0		0	0		7,500	7,500	7,500	7,500	7,500	7,500	7,500	0
	630 & 631 Recreation													
	<i>Rahanis</i>													
	Renovate Tennis Courts	65,000	Free Cash											
	Replace Wooden Playground Bridge								10,000					
	<i>Regan</i>													
	<i>Simonds</i>													
	New Lighting & Renovate Basketball Courts						75,000							
	Renovate Visco Building							75,000						
	Renovate Wading Pool								100,000					
	<i>Veterans</i>													
	New Entrance & Expand Parking Lot								30,000					
	<i>Wildmere</i>													
	<i>Wildwood</i>													
	Install Shade Shelter			45,000	45,000	Free Cash								
	<i>Misc. Locations</i>													
	<i>Vehicles & Equipment</i>													
	Replace R-1 (pick-up) with 1 ton								50,000					
	Replace R-12 Ford Van							45,000						
	Replace R-13 Dump Truck						75,000							
	Replace R-15 Larger Mower/Tractor							100,000						
	Ventrac4500 Tractor- Replace Walker Mower								45,000					
	Replace Slope Mower								50,000					
	Aerator	26,000	Free Cash											
	Accessible Passenger Van			58,000	58,000	Free Cash								
	Mechanical Overseeder			18,000	18,000	Free Cash								
	subtotal	91,000		121,000	121,000		150,000	145,000	85,000	300,000	25,000	0	0	0
	691 Historical Commission													
	Historic Style Shed (West School)			28,000	28,000	Free Cash								
	subtotal	0		28,000	28,000		0	0	0	0	0	0	0	0
	General Government Subtotal	9,559,081	0	7,909,064	7,909,064		29,589,340	6,562,500	8,087,500	26,993,500	8,473,500	2,766,500	5,127,500	2,889,500
	<i>Schools</i>													4,134,000
	<i>System-wide</i>													
	Pavement Replacement Program								200,000		200,000			
	Computer Technology Equipment Replacement							225,000	225,000	225,000	225,000			
	Master Plan Update										200,000			
	Vehicle Replacement									45,000	45,000	45,000		
	Water Fountain Replacement	50,000	Free Cash				50,000					50,000		
	Interactive Technology	85,000	Free Cash											
	Music Installs and Upgrades	50,000	Free Cash											
	Audio Technology Replacement	100,000	Free Cash											
	Security Camera Replacement and Upgrades	75,000	Free Cash											
	System-wide Design Work	100,000	Free Cash											
	Hygiene Product Dispensers and Installation			55,000	55,000	Free Cash								
	BHS and MSMS Insulation and Weather Stripping			187,000	187,000	Free Cash								
	<i>Marshall Simonds Middle School</i>													
	Boiler Replacement	125,000	Free Cash									800,000	800,000	
	Interior Painting (classrooms & Corridors)						50,000	50,000			50,000	50,000	50,000	50,000
	Track Resurfacing/Turf Replacement								900,000					
	AC Chiller Replacement									290,000				
	Auditorium and Safety Equipment Upgrades	350,000	Free Cash											
	Exterior Bathroom Renovation	25,000	Free Cash											

Article #	Department & Item	FY 2021 (Prior Year)		FY 2022		FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	
		Supervisory Recommendation AMOUNT	SOURCE	Requested	Supervisory Recommendation AMOUNT	SOURCE	Requested	Requested	Requested	Requested	Requested	Requested	Requested	Requested	
	Curriculum	90,000	Free Cash												
	<i>Memorial School</i>														
	Interior Painting (Classrooms & Corridors)						50,000		50,000						
	HVAC										200,000	300,000	300,000		
	Bio Retention Area Reconstruction							150,000		150,000					
	Playground Resurface	50,000	Free Cash												
	<i>Pine Glen</i>														
	Classroom Interior Renovations (Ceilings, Lighting, Teaching Stations, Etc.)							300,000		300,000					
	HVAC Renovations (Mech. Exhaust/AC)						300,000		300,000						
	<i>Burlington High School</i>														
	Floor Replacement						35,000		35,000		35,000	35,000	35,000		
	Performing Arts Center / Auditorium Improvements							40,000		40,000		40,000	40,000		
	Track Resurfacing/ Turf Replacement	725,000	725,000	Free Cash											
	Ice Rink @ Burlington High School						4,500,000								
	Interior Painting								100,000	100,000					
	Electrical Transformer Replacement								125,000						
	Pump Replacement								55,000						
	<i>Fox Hill</i>														
	Kitchen / Café Equipment & Infrastructure										50,000				
	Classroom Interior Renovations (Ceilings, Lighting, Teaching Stations, Etc.)						600,000		600,000		600,000				
	HVAC Renovations (Mech. Exhaust/ AC)						300,000		300,000		300,000				
	<i>Francis Wyman</i>														
	Playground Equipment								85,000	100,000					
	Bathrooms									50,000		100,000			
	Interior Painting						45,000	45,000		45,000					
	AC Installation								500,000						
	Kitchen									50,000					
	Parking Lot Light Replacement									200,000		200,000			
	Intercom Replacement	272,400	272,400	Free Cash											
	Schools Subtotal	1,100,000	1,239,400	1,239,400			6,105,000	1,810,000	3,015,000	655,000	2,270,000	570,000	1,225,000	1,225,000	
	Grand Total	10,659,081	9,148,464	9,148,464			35,694,340	8,372,500	11,102,500	27,648,500	10,743,500	3,336,500	6,352,500	4,114,500	4,134,000

SECTION 5: GLOSSARY OF TERMS

Abatement	A reduction or elimination of a real or personal property tax, motor vehicle excise, a fee, charge, or special assessment imposed by a governmental unit. Administered by the local board of assessors.
Accommodated Accounts	A category utilized by the Town to classify expenses which; 1. are applicable to all departments (i.e. debt service, and employee benefits), 2. have historically been difficult to control due to atypical factors, and as a result would put the respective department at an unfair disadvantage in complying with annual budget operating guidelines (i.e. special education, trash removal), or 3. are mandated, with the Town having little control over the cost (i.e. retirement contributions). Accommodated accounts are denoted with an "(AA)" in the budget line item description.
Appropriation	Authority granted by town meeting, or other legislative body, to make expenditures, or to incur obligations to make expenditures, for a specific public purpose. In the operating budget, the authority concludes at the end of the fiscal year.
Capital Asset	Property that has an initial useful life in excess of one year, and that is of significant value. Capital assets include land, infrastructure, buildings, renovations to buildings, equipment, vehicles, and other tangible and intangible assets that have useful lives longer than one year.
Chapter 686 of The Acts of 1970	An act establishing a representative town meeting form of government, <i>as currently practiced in Burlington</i> , enacted by the Senate and House of Representatives in General Court on August 14, 1970, whereby one hundred twenty-six (126) members shall be elected to meet, deliberate, act and vote in the exercise of the corporate powers of the town.
Chapter 70 School Aid	Refers to the school funding formula created under the Education Reform Act of 1993 by which state aid is distributed through the Cherry Sheet to aid in establishing educational equity among municipal and regional school districts.
Chapter 90 Highway Funds	State funds derived from periodic transportation bond authorizations and apportioned to communities for highway projects based on the formula under the provisions of MGL Ch. 90 §34. Communities receive cost reimbursements to the limit of the grant upon submission of expenditure reports to the Massachusetts Highway Department, for previously approved local highway projects.

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

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

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