TOWN OF BROOKLINE

FY-2020 FINANCIAL PLAN

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Neil Wishinsky
Chair

Benjamin J. Franco
Bernard Greene
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Town Administrator

A FINANCIAL PLAN FOR BROOKLINE, MASSACHUSETTS – FY2020

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

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July 1, 2018

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The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Town of Brookline, Massachusetts for the Annual Budget beginning July 1, 2014. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

TOWN OF BROOKLINE
FY2020 PROGRAM BUDGET

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February 12, 2019

Honorable Members of the Select Board and Members of the Advisory Committee:

I am pleased to submit the Fiscal Year (FY) 2020 annual Financial Plan, including the Budget and the Capital Improvement Plan (CIP) for your consideration. The FY 2020 Budget balances $335,352,327 in revenues and expenses, including enterprises and other self-supporting operations. This represents an increase of 4.6% over FY 2019.

	FY 2019	FY 2020	$$$ CHANGE	% CHANGE
REVENUES				
Property Tax	224,490,479	239,499,109	15,008,630	6.7%
Local Receipts	29,778,588	29,943,370	164,783	0.6%
State Aid	22,112,759	22,307,826	195,067	0.9%
Free Cash	8,516,286	9,081,257	564,971	6.6%
Other Available Funds	4,872,678	3,188,731	(1,683,948)	-34.6%
Enterprises (net)	30,754,331	31,332,034	577,703	1.9%
TOTAL REVENUES	**320,525,121**	**335,352,327**	**14,827,206**	**4.6%**
EXPENDITURES				
Municipal Departments	76,244,277	78,134,452	1,890,174	2.5%
School Department	110,658,255	117,235,691	6,577,436	5.9%
Non-Departmental	82,991,348	90,117,382	7,126,034	8.6%
Special Appropriations	10,979,868	9,788,054	(1,191,814)	-10.9%
Enterprises (net)	30,754,331	31,332,034	577,703	1.9%
Non-Appropriated	8,897,045	8,744,711	(152,334)	-1.7%
TOTAL EXPENDITURES	**320,525,121**	**335,352,327**	**14,827,206**	**4.6%**

FY 2020 represents the second year of a 3-year Tax Override plan authorized by voter referendum in May of 2018. This 3-year plan included a $6.58 million increase in the Town's tax levy to support school enrollment growth and a commitment to increase non-property tax revenue by $2.06 million. The plan also authorized tax increases to support debt service for the Brookline High school expansion project. The $205.6 million project relies on $168.2 million of funding from the debt exclusion. $35 million comes from existing levy capacity and $2.4 million comes from bond premium proceeds. For FY 2020, year two of the plan allocates $3.34 million of the $6.58 million tax increase to support the School Department's budget.

FY2019 - FY2021 OVERRIDE PLAN

In millions of $'s

Revenue

$6.575	Override Funds
$2.851	Non-property tax revenue
$9.426	Total Plan

Expenditures

	Year 1	Year 2	Year 3	**Total**
Override funds	2.85	3.34	0.39	**$6.575**
Non-override funds	0.79	-	2.06	**$2.851**
	$3.64	$3.340	$2.45	**$9.426**

As a starting point in the budget process, the Town Administrator utilizes an allocation formula that is an aspect of the Town School Partnership. The Partnership is a process that has been used since 1995 to foster communication and collaboration between the Town and the Brookline Public Schools. A committee comprised of representatives of the Select Board, School Committee and Advisory Committee meet along with key administrative staff periodically throughout the year to plan the budget and discuss the many challenges facing the Town and Schools. A central component of the Partnership is a budget allocation formula that establishes the bottom-line budget allocation for the ensuing year. The formula essentially splits 50/50 any change in revenue and fixed costs from the prior year, then makes several adjustments to account for unique or extraordinary expenses. Finally, the formula adds additional budget capacity authorized by the Override plan. The following summarizes the allocation for FY 2020.

Town School Partnership Budget Allocation Formula

	FY2020 Changes	Town Departments	School Department
Total Revenue	$14,249,502	$7,232,777	$7,016,725
Fixed Cost Sharing	($4,819,195)	($2,407,623)	($2,411,572)
Allocated Fixed Costs	($3,678,204)	($2,067,191)	($1,581,693)
Formula Adjustment	-	-	$3,553,976
NET BUDGET ALLOCATION	$5,752,103	$2,757,963	$6,577,436
PERCENTAGE INCREASE OVER FY 2019	4.9%	2.5%	5.9%

The Town School Partnership allocation formula makes certain judgments and assumptions that represent fiscal policies of the Town. It is expected that this formula will be part of a larger fiscal policy review initiated by the newly appointed Fiscal Policy Advisory Committee (FPAC). The FPAC is charged with evaluating the long term fiscal condition of the Town and making recommendations to address the "structural gap" that persists between normal revenue growth and expenditure demand. This is never more important as the Town commences a sustained and expensive period of capital expansion and investment in its school building plant. The long-term debt associated with these projects will significantly constrain the Town's ability to fund other capital needs and will have implications on the cost to operate and maintain these facilities. The ability to identify some funding sources or capacity other than the property tax seems essential for the long term fiscal health of the Town and its residents.

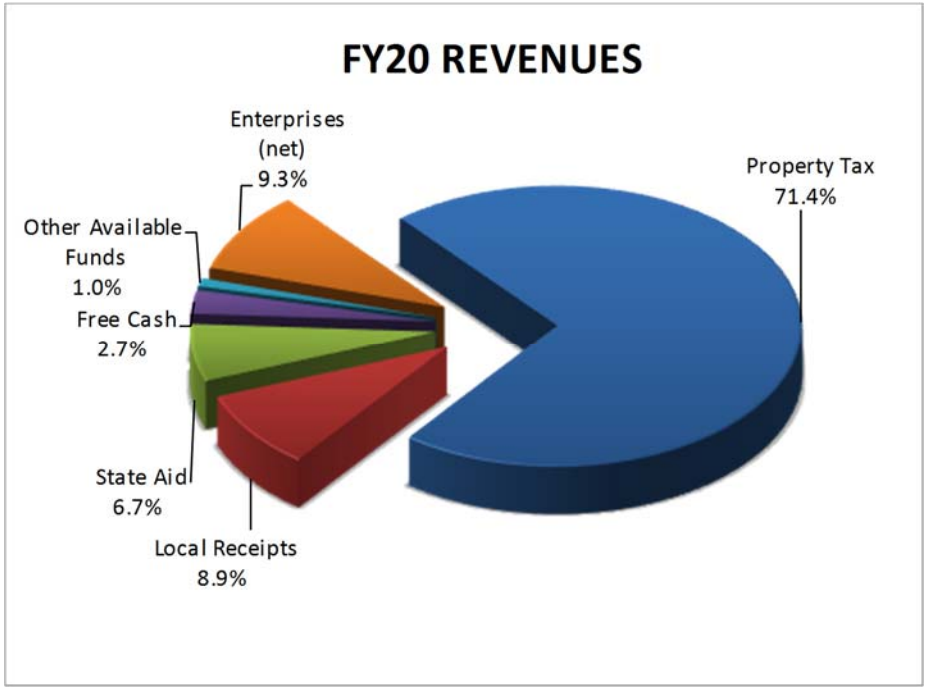
Overall, the $335.4 million Budget for FY 2020 reflects a balanced but conservative approach at funding the Town of Brookline's operations and obligations. I am pleased to report that this Budget accomplishes the following;

1.) Allocates funding to meet the essential operating costs of the School and Municipal departments in accordance with a 3-year plan.
2.) Funds $6.7 million in capital expenditures, meeting the Town's policy of allocating at least 7.5% of prior year's operating revenue for this purpose.
3.) Provides adequate funding in reserves and retains $2.6 million in Free Cash, ensuring that the Town's unreserved fund balance will remain at least 10% of general fund revenue. This is a key factor in maintaining the Town's Aaa bond rating.
4.) Appropriates $4.8 million in additional funds to meet the Town's funding schedule to eliminate the unfunded liability in the pension system and to address the major unfunded liability in Other Post-Employment Benefits (OPEB).
5.) Meets all other financial policies of the Town, including the appropriation of Free Cash for reserves.

FY 2020 could represent the final year of a sustained period of relative growth and stability in the Town's finances. Revenue growth from State Aid and Local Receipts has been strong, driven by a robust national and regional economy. With the exception of student population growth, our costs have been relatively stable, including growth in employee wages and benefits. In addition, the Town has realized cost savings in the procurement of utility rates and achieved efficiencies in managing its facilities and operations. However, storm clouds are beginning to appear on the horizon that will impact the Town's future financial situation. The Commonwealth of Massachusetts has not met its revenue targets for the first half of the fiscal year, highlighting a concern over future economic growth. While the Town's reliance on State Aid is relatively low, it is still a meaningful amount of revenue. A recession in the economy would impact the growth in taxes from new development and reduce growth in building permit receipts. The State's deteriorating fiscal position could have other impacts to the Town on off-budget grants and other financial assistance. The leadership crisis in Washington that resulted in an extended shutdown of federal government operations does not help, creating a great deal of uncertainty for state and local government and other sectors of the economy that rely on a stable federal government. The accumulation of the Town's major capital projects has created a difficult tax burden, and we are beginning to see significant cost escalation in construction costs. An initiative to avoid using fossil fuels in the heating and cooling of Town and School buildings will further increase design and construction costs, but will save long term operational costs and help meet the Town's ambitious climate goals.

In the sections that follow, a more detailed analysis of the revenues and expenses that make up Budget are presented along with a discussion of the associated policy issues.

REVENUES



The following summarizes the major categories of revenues that make up the Town's FY 2020 Budget.

TAXES: The property tax levy represents the Town's most prominent and stable source of revenue. Traditionally, the Town collects up to 99% of all property taxes billed. For FY 2020, property taxes are projected to total $239.5 million, representing nearly 78% of the Town's general fund revenue. For FY 2020, the property tax will increase by $5,620,315, including the allowed 2.5% growth under Proposition 2½ and the planned increment of the 3-year tax override. An additional $3,075,000 will be generated in taxes resulting from increased property value from new construction (referred to as New Growth). New Growth tax revenue is not capped by Proposition 2½ and is therefore essential to help fund the increasing costs of local government and mitigate the Town's "structural gap" between municipal revenues and expenses. Finally, $6,380,745 will be added to the tax levy from voter approved "Debt Exclusion" overrides to fund school construction projects. This includes the costs of principal and interest on debt issued for prior school projects, the new Coolidge Corner School project, the recent Brookline High School project, and the acquisition of the Oak Street properties recently authorized as part of the Baldwin school project. Preliminary design costs for the three elementary school projects; Driscoll, Baldwin and Pierce have been funded within the levy.

Overall, the property tax will increase by 6.7% in FY 2020, driven largely by the impact of the Tax Override and Debt Exclusions passed by Brookline's citizens. Encouraging prudent economic development is a key strategy to mitigate the impacts of property taxes on residents of the Town. In addition to the new revenue realized from commercial development, it is taxed at a higher rate than the residential rate. Finally, strategic commercial development creates residual revenue, such as meals taxes, and does not generate costly expenses for municipal services.

PROPERTY TAXES	
Prior Year Levy Limit	224,812,611
2 1/2 % Increase	5,620,315
New Growth	3,075,000
Debt Exclusion (Debt Service Costs)	6,380,745
(less) Excess Capacity	(389,563)
Annual Levy FY 2019	**239,499,109**

There are other Town revenues that are tax related, including the Motor Vehicle Excise Tax and the Payment in Lieu of Tax (PILOT) Program. However, this revenue is accounted for in the Local Receipts revenue category and will be discussed further in that section. The prospect of new Marijuana taxes are also addressed in this section.

LOCAL RECEIPTS: This is the category of Town revenue that is generated through licenses, permits, and other fees for municipal services. In FY 2020, this category of revenue represents 10% of all Town general fund revenue. We project that $29,943,370 million will be generated from this category of revenue in FY 2020, representing less than 1% growth from FY 2019. Departmental Income at $7,546,734 (mostly parking meter receipts) is the largest single category of revenue within Local Receipts. Other categories within Local Receipts include Motor Vehicle Excise Taxes at $6,142,644, General Government (mostly building permits) at $3,765,871, Parking and Court Fines at $3,400,000, Local Option Taxes (hotel and meals excise tax) at $3,081,858, the Refuse Fee at $2,850,000, Licenses and Permits at $1,170,775, the Payment in Lieu of Tax (PILOT) program at $1,010,509 and Interest Income at $974,977.

It is expected that Brookline's first adult use (recreational) marijuana establishment will open in 2019. The new state law authorizing non-medical sales of marijuana allows host communities to levy a 3.0% excise tax on non-medical sales. The Town currently receives $350,000 in "host community" revenue for an existing medical marijuana dispensary that is applied as general revenue. It is projected that a 3% tax on recreational marijuana sales will eventually generate more than double this amount. Due to the uncertainty of when and how this new commercial market will roll out, we are being very conservative with projecting new marijuana excise tax revenue for FY 2020. We will continue projecting the current amount of $350,000 in marijuana revenue in FY 2020, deferring the projection of higher amounts until FY 2021 when the Town has committed to increasing non-property tax revenue as part of the three-year Override plan. In addition to the 3% excise tax on sales, the new law allows the Town to assess up to 3% of sales revenue as "impact fees". Since the expenditure of these fees are limited to specific impacts from marijuana sales, and because the period of time that these impact fees may be allowed, we will defer additional projections for this item until operations commence.

STATE AID: This category of revenue represents general and programmatic aid provided to the Town from the Commonwealth of Massachusetts. In FY 2020, we project this aid to represent about 7% of the Town's general revenue. At $22,307,826, FY 2020 State Aid is a slight increase over FY 2019. After several years of expansion, the Town's Chapter 70 Education Aid program will grow by only 1.0% in FY 2020. Now that the State has reached its minimum funding commitment to Brookline of 17.5%, our Chapter 70 allocation will effectively be limited to $20 more per pupil, translated as a "Minimum Aid" community. The Town believes the Chapter 70 formula does not adequately reflect the costs incurred by cities and towns in public education. We support the Governor's budget that adopted some reforms proposed by the Foundation Budget Review Commission and hope that the Legislature will act more aggressively in areas such as the cost of employee benefits and the cost of providing special education benefits. Unfortunately, given the need to spend most of the State's funding on poorer urban school districts, it is unlikely that the Town of Brookline will benefit substantially by any Chapter 70 reforms.

As part of its commitment to share general revenues with Massachusetts cities and towns, the Baker administration has again proposed to increase general government aid (Unrestricted General Government Aid) at the same rate that state general revenues increase. In FY 2020, this aid will increase by a modest 2.7%. As this Financial Plan is being finalized, reports from Beacon Hill are that state tax revenue are not meeting expectations over the first half of FY 2019. We have assumed the Governor's proposed state aid numbers in this Budget, but will monitor the progress in the Legislature carefully throughout the budget process leading to Town Meeting in May.

FREE CASH: Free Cash represents the State approved amount of the prior year's fund balance available for appropriation. The Town of Brookline maintains a very rigorous financial policy for the use of Free Cash, limiting its use to non-recurring, non-operational expenses of the Town. Following the conclusion of FY 2019, the State certified $11.8 million in Free Cash that was available for appropriation in FY 2020. Of this amount, the Town will appropriate $9.1 million, leaving $2.6 million unappropriated to meet our Unreserved Fund Balance policy ensuring that at least 10% of general revenue will be maintained in reserve. $6,719,184 will be used to fund Capital Improvements and the remainder will be used to fund various special reserve accounts of the Town, including a one-time appropriation to bolster the Workers Compensation Trust Fund. Of particular importance is the use of Free Cash to support the funding of the Town's Unfunded Pension Liability and its Other Post-Employment Benefits (OPEB) liability. A breakdown of the use of Free Cash is found below.

Free Cash Certification	**$11,881,257**
1. Operating Budget Reserve (25% of Operating Budget Reserve)	$672,373
2. Fund Balance	$2,600,000
a. Unreserved Fund Balance (left unappropriated)	$2,600,000
b. Stabilization Fund (appropriated)	$0
3. Liability Reserve (to get fund to 1% of Prior Yr Net Revenue)	$389,700
4. Capital Improvements (to get to 7.5% of Prior Yr Net Revenue)	$4,026,741
5. Affordable Housing Trust Fund (since Fund Balance below $5M)	$0
Sub-Total	$7,688,814
Amount available for Special Use (#6)	$4,192,443
6. Special Use:	
Additional CIP	$2,692,443
OPEB's	$600,000
Driscoll School Schematic partial funding 12/13/18 STM	$200,000
Pension Fund	$300,000
Worker's Comp Trust Fund	$200,000
Affordable Housing Trust Fund	$200,000

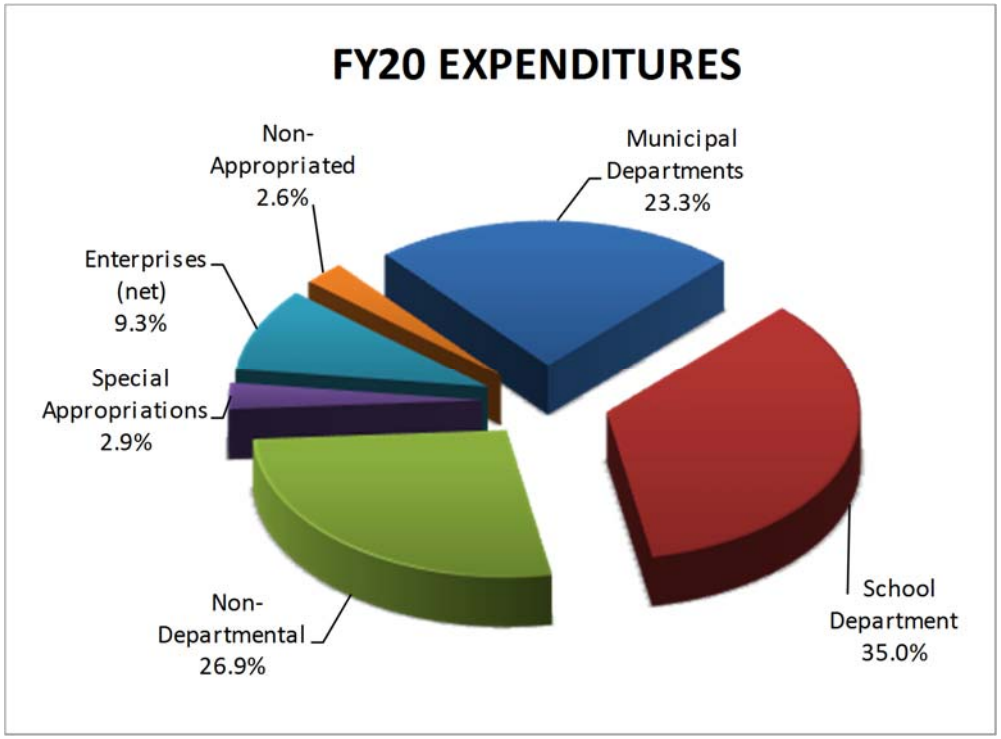
OTHER AVAILABLE FUNDS: This category of revenue mainly accounts for an allocation from the Town's Enterprise Funds or other self-supporting funds to support general government operating expenses. Revenue generated by the Water/Sewer program, the Lynch Golf Course and the Recreation Revolving Fund is offset through related expenses in these funds, including indirect charges for their share of Pension and OPEB funding. Another source of revenue in this category includes income from the Cemetery Trust Fund.

Overall, $2,972,678 in revenue is projected to be generated from Other Available Funds in FY 2020. This is down 34.6% from FY 2018, mainly due to the one-time use of Parking Meter receipts, which is available due to the conversion of this revenue item to a local receipt in FY 2018. The remaining balance in the Fund will be used for Future Year Capital Improvements Program.

ENTERPRISES: The Town accounts for its enterprise activities separate from the General Fund. It is the Town's policy to recover 100% from the cost of its Water/Sewer and Golf enterprises while the Recreation Revolving Fund supports 77.3% of its costs (with general tax supporting the remaining 22.7%**)**. In FY 2020, the Enterprises category projects $31.3 million, or a 1.8% increase over FY 2019. All revenue generated from enterprises is accounted for separately and is offset by the same amount of expenditures for these activities, ensuring that there is no financial impact on the Town's General Fund.

In FY 2020, we will be submitting to the Select Board shortly a water and sewer rate plan necessary to meet the projected revenue requirements. This advances the traditional rate setting process in order to coordinate the policy implications of rate setting with the budgeting process.

EXPENDITURES



The Expenditures category of the Town's budget is comprised of six sections; Municipal Departments, the School Department, Non Departmental, Special Appropriations, Enterprises and Non-Appropriated. Overall, expenditures in the FY 2020 Budget are $335,352,327, up by $14,827,206 for an increase of 4.6% over FY 2019. FY 2020 represents Year 2 of a three-year tax override plan that was approved by Brookline's voters last May. Year 2 of the override plan allocates an additional $3.3 million in property taxes to the School Department's budget. The following is a summary of the FY 2020 recommendations to each category of Expenditures.

MUNICIPAL DEPARTMENTS: The total amount of all municipal department budgets is recommended to be $78,134,452 in FY 2020, or an increase of 2.5% over FY 2019. This amount includes a reserve to cover collective bargaining agreements with the Town's various municipal unions.

As mentioned in the Introductory section of this Budget Message, the FY 2020 Budget is constrained by the likelihood of an economic downturn along with other expenses that are growing higher than average. In FY 2020, we are projecting the cost of employee health insurance to increase by 5.0% and the actuarial funding requirement of our pension system to increase by 7.2%. We must also absorb a 22.8% increase in the cost of solid waste disposal/recycling in response to a collapse of global markets for recyclable products. Operational costs in expanding our digital parking meter inventory is also constraining funding capacity for municipal departments. As a result, my recommendations for expenditures in municipal departments reflects a conservative approach, maintaining existing staffing levels and expenses. Most budget increases are limited to step increases and impacts of prior collective bargaining agreements on municipal wages and a small inflation factor for some expense accounts. Each year, our budget process includes an opportunity for department heads to propose expansions or additional investments that can produce enhanced and/or more efficient service delivery. In FY 2019, the tax override initiative provided $701,783 in budget capacity to fund some of these departmental initiatives. In FY 2020, I have been unable to identify any available funding for enhancements, despite some very thoughtful and interesting proposals. In the event that additional funding capacity becomes available in advance of the Town Meeting appropriation process, I intend to give further consideration to fund some or all of the following budget proposals;

- An additional Building Inspector position ($80,785).
- An additional Fire Lieutenant position assigned to the Fire Prevention division ($90,000).
- Additional staffing for the Park Ranger program to enforce park regulations and the Green Dog program ($67,535).
- Additional clerical staffing in the Town Clerk's office to meet expanding needs, including the coordination for compliance with the new public records law ($25,180).

In addition, new revenue from host community agreements with prospective adult use marijuana establishments will provide a dedicated source of funding that is limited to addressing community impacts from this new enterprise. At this time, we are not building into the FY 2020 Budget any additional host community revenue above the current revenue from an existing licensed medical marijuana dispensary. In the likely event that one or more adult use marijuana licenses becomes active in FY 2020, we shall conduct a process to determine how the community impact fee from those operations shall be allocated. This revenue will be available to fund public health education and response programs for substance abuse, to assist in the enforcement of provisions of the new law and to mitigate other impacts that may emerge from this new and uncertain commercial activity.

A more detailed description of changes in municipal departmental budgets can be reviewed within the Departmental Budget recommendations section.

THE SCHOOL DEPARTMENT: The School Department's Budget is recommended to be funded at $117,235,691 in FY 2020, an increase of 5.9% over FY 2019. This amount is inclusive of all salary and wage adjustments for teachers and other school employees. This budget amount is derived by applying the Town School Partnership formula plus $3,300,000 in budget capacity from the three year tax override plan approved by Brookline voters in May of 2018.

Since Town voters approved the three-year operating override in May 2018, both the revenue and expense outlooks have changed, placing additional pressure on the School Department to present a balanced budget. They include; 1.) Reduced townwide revenue projections, 2.) Revenue from revolving funds and other sources of revenue, including transfers and offsets, are no longer available, and 3.) Unanticipated increases in mandated special education expenses, mainly a 27% increase in out-of-district tuition expenses.

For a more detailed review of the School Budget, see the School Department submission in Section IV of this document.

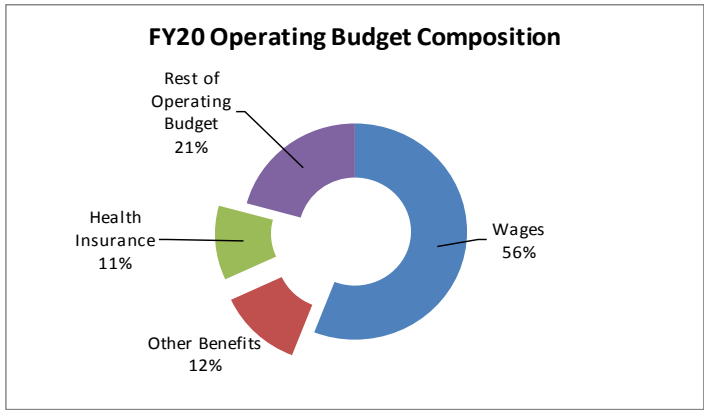
NON-DEPARTMENTAL: This category of Expenditures is a large component of the Town's Budget, including such fixed costs as pensions, health insurance, other insurances and debt service. It also covers the Reserve Fund, which is the account administered by the Advisory Committee to cover any emergency or unforeseen expenses that occur throughout the year, including snow and ice removal expenses. While this category is not assigned to a particular department, its costs are assigned to Municipal or School departments and is part of the Town School Partnership formula when allocating new revenues.

Overall, this category of expenditures is recommended to be funded at $90,117,382 in FY 2020, an increase over FY 2019 of 8.6%. This category includes many of the Town's "budget busters", which are those expenses that rise higher than the general rate of inflation. They include;

Pensions- Eligible employees of the Town and School departments are part of the Massachusetts Contributory Retirement System and receive a defined benefit upon retirement (state and local government employees in Massachusetts are not eligible for participation in the federal Social Security system). The Town of Brookline is responsible for funding the annual expense of existing pension payments, and to make sure that future liability is properly funded. It does so through a multi-year actuarial funding schedule, with funds appropriated to meet the schedule invested for the long term to support this obligation. The current funding schedule requires annual increases of 7.85% through 2030, at which time the Town will have eliminated the unfunded portion of the liability. For FY 2020, the funding schedule calls for an appropriation of $24,915,433, representing a $1,740,668 increase over FY 2019. In an effort to provide additional funding to support this liability, we have also allocated $300,000 from available Free Cash.

Other Post-Employment Benefits (OPEB)/Retiree Health Insurance- Similar to the pension system, the Town has an obligation to fund the costs of health insurance for retired employees and eligible family members. The annual cost to support existing retirees is funded within the Health Insurance Budget. An unfunded liability for OPEB exists, which demands the Town create a long term funding schedule similar to the pension system. While the Town is not yet on a formal funding schedule, we aggressively appropriate annual funding to a special trust fund for this purpose, and expect to commence a formal actuarial funding schedule at some point in the future. This includes annual funding from the Town's general revenues, contributions from self-supporting revolving and enterprise funds and an allocation from Free Cash. For FY 2020, we are recommending a total appropriation to the OPEB Trust Fund, of $4,781,980, an increase of 4.6% over FY 2019. The OPEB liability has become an important factor in disclosing the fiscal health and credit worthiness of a municipality. The Government Accounting Standards Board (GASB) has initiated Statement #74, which requires disclosure of the OPEB liability in a municipality's financial statements. This new requirement, combined with the credit rating agency's attention, make the OPEB liability a major factor in the Town's long term fiscal health. The latest net OPEB liability on the Town's FY 2018 financial statements is $262,732,400.

Employee Health Insurance- The Town is obligated to provide health insurance to permanent employees (and their families) who work at least 18.75 hours per week. The Town also covers retirees and their survivors. The Town procures its insurance coverage through the Massachusetts Group Insurance Commission (GIC), a governmental entity that manages the health care benefit for employees of all state agencies and dozens of cities and towns. The GIC has been very aggressive in keeping its costs/rates as low as possible, resulting in a composite projected rate increase for FY 2020 of 3.3%. However, this is a statewide average for all plans. It is our experience that Brookline's rate increase will be higher than the average given our proximity and access to the expensive teaching hospitals in Boston and the type of plans selected by our employees. In addition, we always build in a cushion to account for possible increases in enrollment or type of plan. As a result, we have projected an overall 5.0% rate increase in health insurance costs in the Town's Budget. We will consider modifying this projection when the detailed rate increases for all GIC plans is released at the end of February.



SPECIAL APPROPRIATIONS: This category of expense is mainly the annual appropriations for projects within the Capital Improvement Plan (CIP). The CIP is funded through a combination of direct appropriations and the issuance of debt. In FY 2020, the direct appropriations to fund capital projects is $9,788,054. This level of appropriation is bolstered through the use of over $6 million in Free Cash. A much more detailed review of projects funded through the annual budget appropriation is discussed in the CIP Section of this document.

DEBT SERVICE: Another expense within the Non-Departmental category is the Town's obligation to repay debt, which is the cost of principal and interest charged on the issuance of municipal bonds. Incurring debt is an accepted mechanism to amortize the cost of major capital purchases or projects over time and is a major strategy in the Town's capital financing program. The Town's fiscal policy dictates that at least 6% of the Town's net revenue be allocated to fund capital projects. Within that 6% amount, we strive to have 4.5% funded via debt. In FY 2020, the Town will fund a total of $19,508,837 in debt service, up by 25% from FY 2019 due to the borrowing for the Coolidge Corner School project and the first phase of the High School expansion project (including the acquisition of the 111 Cypress Street property).

Since the debt for these projects have been excluded from the limitation on tax increases imposed by Proposition 2½, the percentage of the Town's Budget devoted to financed capital projects will be 10.9% in FY 2020, exceeding the 4.5% target.

With planning for expansion of the Driscoll School and a "9th" elementary school at Baldwin well underway, the Town will present a financing plan outside of the Proposition 2½ tax levy limitation for as early as the spring of 2019. As mentioned in the Introductory section of this Message, the capital costs of school building expansion and renovation is placing a high financial burden upon the Town and its next generation of residents. The Coolidge Corner and High School projects have already been financed with long term bonds, while the Driscoll and Baldwin projects are nearing Town Meeting and voter approval as early as this spring. The final project in the queue is the Pierce School. This project will be very complex and expensive given the density of the neighborhood and the sprawling and open nature of the existing complex. Fortunately, the project will receive state funding assistance, which is likely to offset about 25% of the cost to the Town. Finally, just weeks ago the Town was presented with a potential opportunity to acquire all or a part of the Newbury College campus on Fisher Hill, which will cease operations this summer. This is yet another project that would add to the debt and tax levy of the Town. It is essential that the Town assess the financial impacts of this accumulated capital investment and work to create funding solutions that mitigate the property tax burden as much as possible.

ENTERPRISES: The Town's FY 2020 Budget includes $34.4 million in expenses related to business type enterprises of the Town. It is the Town's policy to recover 100% of the costs associated with these activities through fees or other charges to users rather than through the general tax levy. The Town's formal enterprises include the water/sewer utility and the golf course. A recreation revolving fund is a similar but separate accounting mechanism. The water/sewer and golf course operations are fully funded through fees and charges while the recreation programs are subsidized 22.7% from the Town's General Fund. It is the Town's policy that all direct and indirect expenses of the Enterprises, including debt service and employee benefits, be accounted for and paid to the Town's general fund to ensure that the Town's taxpayers do not subsidize such activities.

NON-APPROPRIATED: This category of expenses relates to charges that are mandated but not required to be appropriated by Town Meeting. However, since these expenses must be funded in the Town's Budget, they are fully disclosed and accounted for in this Financial Plan. State and county assessments at $6,825,698 are the largest part of this category, of which the $5.4 million assessment to the MBTA represents the major share. As the Town's assessment to Norfolk County has surpassed $1 million ($1,042,646 in FY 2020), it is time again to seek reform of this unreasonable financial burden on the Town. Most other counties in Massachusetts have been abolished and their costs assumed by state government. Furthermore, the Town of Brookline has the highest assessment of all 28 Norfolk County municipalities, despite its geographic distance from county facilities and services.

Another expense that is covered in the Non-Appropriated category is the Tax Overlay account at $1,806,742. This is an account that is under the control of the Board of Assessors and is used to fund the annual cost of property tax abatements and exemptions.

FY 2020 POLICY ISSUES AND INITIATIVES

The Financial Plan is a legal document that budgets the Town's funds for the ensuing fiscal year. It is also a financial planning tool, incorporating the capital improvement plan for the next seven years and making a 5-year projection of the budget. The Financial Plan should also be a strategic and management device, linking financial resources and consequences to overall Town goals and policies. This section addresses a number of policy issues and initiatives that are relevant to the FY 2020 budget process.

Federal Government Funding- Last year, I wrote about the issues surrounding federal immigration policy, and how the federal administration's expectations for local government to support civil detention for immigration violations contradicted the Town's "sanctuary" policies for treating all residents and visitors to Brookline equally without regard to national origin or immigration status. This contradiction continues to play out in the federal government's use of grants in aid to leverage local government's compliance. Currently, Department of Justice grants to assist our Police Department in enforcing crime are in jeopardy due to this policy disagreement. This year, I must also comment on the political crisis in Washington DC that resulted in a partial shutdown of federal government operations for several weeks. The Town is reliant upon federal aid including the Community Development Block Grants, Title 1 and IDEA Education funding, Department of Justice and Department of Homeland Security grants. Shutdowns or other interruptions of federal government operations place this funding at risk. Unfortunately, this political crisis is likely to continue for the foreseeable future.

Solid Waste and Recycling- The implementation of a Pay as You Throw system in Brookline has been a great success. Solid waste tonnage is down and recycling rates are up. Unfortunately, global economic forces are depressing the market for recycled products, creating a glut of recycled material. Led by China's policy to restrict "contaminated" recycled products from the United States and elsewhere, the cost of collecting and processing recycled materials is increasing dramatically. For FY 2020, we are increasing our costs for this service by $450,000, or an increase of nearly 23%.

This crisis cannot be solved locally. All levels of government and private industry must work together to balance the need for practical recycling systems, including single-steam recycling, with the need to limit contamination and excessive processing of the recycled products. Investment in technologies to reuse recycled materials and more aggressive limitations on excess packaging at the retail level is essential to avoid having to dispose of these products in less environmentally productive ways.

Fiscal Policies- The Town prides itself on conservative budgeting and adhering to fiscal policies that are considered industry best practices. Brookline enjoys its premier Aaa bond rating in large part due to this fiscal discipline. However, any high performing organization requires a periodic review of its financial policies and practices to see if they remain relevant and represent best practices in the evolving nature of public financial management. The Town is also committed to the use of performance data and benchmarking in making the best decisions possible for allocating constrained tax revenue and improving the quality of its services. With this in mind, and with the backdrop of frequent tax overrides facing the Town's residents to fund operations and capital investment, the Select Board decided to establish a Fiscal Policy Advisory Committee (FPAC). The FPAC has already begun meeting and mapping out its work plan. We welcome this critical review and look forward to the Committee's findings and recommendations.

Buildings Management- Expansion of Town and School buildings, combined with more complex and costly technology, has placed a strong burden on the Public Buildings division of the Buildings department. A prior study of the division's assets and needs acknowledges the necessity to add funding and staffing over time. This is exacerbated by a tight labor market that has made retaining and attracting tradespersons difficult. The nature of building maintenance provides great opportunities for measuring effectiveness and performance, and we hope that use of this data will help guide the Town in the mist effective way to add capacity to this function.

In addition to ensuring that buildings are operated cost effectively, the use of certain buildings demands attention to their safety. This is certainly the case with school buildings, which house our youngest and most vulnerable residents. Recently, the Town has focused its attention on the health of our fire stations. With fire vehicles and contaminated equipment sharing space with the living quarters of the Town's firefighters, it is essential that these spaces are effectively separated and maintained in a way that avoids cross contamination. A strong body of research is developing that is informing the way that Fire Stations are designed and managed. This is a challenge given the age and construction of Brookline's fire stations. As a first step, the Town has recommended in the CIP a study that will guide the cleaning and renovation of fire stations in a manner that will keep our firefighters safe and minimize unhealthy conditions.

Marijuana Sales Licensing- The Town of Brookline is on the verge of hosting its first non-medical retail store for the sale of marijuana. This is a controversial new industry in Massachusetts, complicated by the federal government's designation of marijuana as an illegal "Schedule 1" drug. The residents of Brookline voted overwhelmingly for statewide legalization and our Town Meeting established a comprehensive zoning and regulatory system for retail sales within the community.

The Town adopted the maximum 3.0% excise tax on non-medical sales and negotiated Host Community Agreements that ensure dedicated funding for mitigation activities. The Town is allowed to host up to four retail stores, and there has been active interest in securing all of these licenses. Still, the new industry is moving slowly and certain neighborhoods are less accepting of the uncertainty that this land use might bring. At the current time, the Town is uncomfortable with increasing revenue projections from marijuana operations above the amounts we currently receive from hosting the NETA medical marijuana dispensary in Brookline Village. It is expected that more substantial and predictable revenue estimates from this new activity will be realized in FY 2021.

Housing and Economic Development- For the last few years, the Town has been overwhelmed with proposals to develop residential housing throughout the community. Developers have utilized a state program (Chapter 40B) that allows exemptions from Town zoning by-laws when a development will incorporate a percentage of housing with affordable units. This is a controversial method of development, as projects take advantage of exemptions to zoning to site larger and denser buildings than the underlying character of the neighborhood. Chapter 40B ceases to apply when a community reaches the goal of having at least 10% of its housing units affordable (as defined by the state's Subsidized Housing Inventory). Fortunately, Brookline is nearing its 10% goal and has also received temporary relief through "safe harbor" status in recognition for making significant progress towards the 10% goal. Still, hundreds of housing units are in the process of being constructed, which is transforming many neighborhoods. An exciting project that is 100% affordable is being developed by Jewish Community Housing for the Elderly (2Life Communities) adjacent to the Kehillath Israel center.

Recently, the state legislature enacted a law to formalize and regulate the short term rental of residential property made famous through the Airbnb service. This will enable communities that host such rental properties with a 6% excise tax similar to the current hotel (room) tax. Although short term rentals are not explicitly allowed in Brookline's zoning by-laws, it is likely that a proposal will be advanced at Town Meeting this spring that formalizes this popular service consistent with the new state law, thereby creating opportunities for expanded excise taxes.

Efforts to promote economic development have proven successful, taking advantage of a robust economy and Brookline's unique location and access to public transit. Led by the Town's Economic Development Advisory Board (EDAB), the Town has seen significant development projects underway or planned in Brookline Village, Cleveland Circle and Coolidge Corner, contributing to enhanced tax revenue and public amenities that were negotiated in exchange for zoning relief. As has been stated several times, commercial development has many advantages.

With a dual (higher) rate of taxation for commercial properties, economic development is a key strategy in mitigating the impacts of property taxes on residents of the Town. Strategic commercial development creates residual revenue, such as hotel and meals taxes, and tends to attract other business activity and vitality. Finally, commercial land uses tend to generate less demand for costly municipal services. The Town is excited to pursue EDAB's latest initiative in planning the development of the Route 9/Boylston Street corridor.

School Facility Expansion- Much has been written about the Town's lengthy and controversial journey to site a "9th" elementary school to accommodate the influx of school students in Brookline. The difficulty in securing an acceptable site for a 9th School has led back to the "expand in place" philosophy that utilizes existing school land and buildings to create sufficient classroom capacity. The result of this decision is a three-pronged approach of expanding the existing Driscoll School, building a new (but smaller) 9th school on the site of the former Baldwin School and renovating the Pierce School with the assistance of the Massachusetts School Building Authority. The Baldwin decision remains highly controversial, despite a two-thirds vote at Town Meeting for preliminary funding actions. A lawsuit and related efforts by opponents to disqualify the project due to adjacent parkland protections continues to create uncertainty for the timing of this project. Needless to say, the financial burden of the cumulative debt for these projects is daunting, especially on top of debt already authorized for the Coolidge Corner School and Brookline High School projects.

The Town is also evaluating the merits of making a bid to acquire all or a portion of the soon to be former Newbury College campus. While this consideration is not limited to any particular use, there is growing support for the ability of the Town to plan its future by acquiring strategic parcels of land for its long term benefit. A special committee has been established to help the Select Board consider this opportunity and to strategize on options for acquisition.

Legal Capacity for Labor Relations- The Town has decided to fund an in-house capacity to handle labor relations and personnel matters through its Legal department, lessening the need to privately contract for these professional services. The infrastructure in the Legal department will be expanded slightly to accommodate this new capacity, and we expect to reduce contractual services costs over time as this system matures. As a service organization, most of the Town's costs and assets are invested in its employees. We believe more timely and dedicated attention to employee matters and the labor relations process will result in more cost efficiency and less productive litigation.

Energy and Carbon Reduction- While the Town has long been a leader in cost effective procurement of energy and reduction in usage through energy conservation and new technologies, a new effort has taken hold that pushes the boundaries of the Town's energy goals. Spurred by the warming of the planet and motivated by Town Meeting commitments to meet aggressive carbon reduction goals, the Select Board has been encouraged to take on more ambitious goals for reducing the Town's carbon footprint. While a Town Meeting Resolution adopted in 2017 seeking "net zero" energy design for its school projects was just taking hold, a new goal of eliminating the Town's use of fossil fuels to power and heat its buildings and vehicles has been adopted. Already, more aggressive efforts are underway in designing our newest schools to employ non-fossil energy sources and delivery systems. It is expected that procurement of the Town's heat and electricity, along with vehicles that consume fuel, will include options for renewable energy. It is essential that these decisions are evaluated with a full "life cycle" approach, taking into consideration both short and long term financial implications of these decisions.

LONG RANGE FINANCIAL PLANNING

The cornerstone of the Town's budgeting process is the Long-Range Financial Projection, often referred to as "the Forecast". It is essential that a government have a financial planning process that assesses long-term financial implications of current and proposed policies, programs, and assumptions that develop appropriate strategies to achieve its goals. The Forecast also acts as a bridge between a municipality's annual operating budget and its CIP, bringing all of the fiscal policy and economic variables together to establish coordinated managerial direction. Revenue and expenditure forecasting, along with capital planning and debt management, are key elements in developing a strong municipal fiscal position.

Prepared annually, the five-year Forecast serves as the starting point for the ensuing budget year - and also provides decision makers, taxpayers, and employees with an understanding of the long-term financial challenges the Town faces. In late-November / early-December, the Deputy Town Administrator and the Director of Finance present the Forecast to the Select Board. This presentation is the culmination of months of work involving the analysis of hundreds of revenue and expenditure line-items, making assumptions about economic conditions, and understanding state budget conditions.

The FY 2020 – FY 2024 Long Range Financial Projection for the General Fund makes the following key assumptions:

- New Growth in the Property Tax Levy of $1.8 million per year, augmented by the redevelopment of re-development at the former Circle Cinema site ($575K in FY 2020, the new hotel at 25 Washington Street ($400K in FY 2021, $300K in FY 2022), and by the re-development of 1and 2 Brookline Place ($700K in FY2020, $950K in FY 2021, $200K in FY 2022).
-
- For State Aid in FY 2020, full use of the Governor's proposal. For FY 2021 - FY 2023, annual 2.5% increases in Ch. 70 and Unrestricted General Government Aid (UGGA).
-
- For Local Receipts, FY 2020 reflects an increase of $164,783 (.6%). In FY's 2021-2025, limited growth is expected (approximately $300,000 / yr, or 1%).

- Use of Free Cash continues to follow the Town's Free Cash Policy, as recently updated by the Selectmen in 2011.

- A 2% wage increase for all years for all Town unions, except for FY2021 where a 2.5% increase has been bargained for some units. Step increases of $250,000 for Town Departments. Steps, lanes and collective bargaining increase combined at 5% for the School Department offset by $675,000 of annual turnover.
- Inflation in most Services, Supplies, and Capital Outlay accounts of 1.5% - 2.5% (approximately $300,000 for the School Department and $250,000 for Town departments).
- Annual utility increases of $150,000.
- Annual Special Education growth of $775,000 - $800,000.
- Enrollment growth cost increases of $1.4 and $1.2 million for FY2021 and FY2022.
- For FY 2020, a Health Insurance rate increase of 5% and an increase in enrollment of 51. For FY's 2021-2025, assume a 5% annual rate increase and 40 new enrollees per year.
- A Pension appropriation based on the most recent funding schedule approved by PERAC for FY's 2020 and 2021)
- Continue to fund OPEB's by increasing the appropriation by at least $250,000 per year from on-going revenues.
- Debt Service and pay-as-you-go CIP that reflects full-funding of the CIP (6% of net revenue plus the use of Free Cash to get to 7.5%).

These assumptions create an escalating deficit position for FY 2021 primarily for the Schools, starting at $5.3 million in FY 2021 and reaching $22 million by FY 2024. It should be noted that the deficits in the out years are inflated because they are built upon a deficit in the prior fiscal year. In fact, the Town must balance its budget each year, and that balanced budget will become the base for the following year's projection. Nonetheless, the cumulative deficits in the Long Range Projection are a reminder that the Town must find ways to support a sustainable budget in the long term.

The Long Range Financial Projection is detailed on the following pages:

	2020	2021	2022	2023	2024
REVENUE					
Property Taxes	**239,499,109**	**253,112,657**	**266,087,957**	**274,158,158**	**282,427,894**
Local Receipts	**29,943,370**	**30,497,928**	**30,787,995**	**31,088,783**	**31,390,409**
Motor Vehicle Excise (MVE)	6,142,644	6,265,497	6,390,807	6,518,623	6,648,995
Local Option Taxes	3,081,858	3,393,495	3,461,365	3,530,593	3,601,204
Licenses & Permits	1,170,775	1,170,775	1,170,775	1,170,775	1,170,775
Parking / Court Fines	3,400,000	3,400,000	3,400,000	3,400,000	3,400,000
General Government	3,765,871	3,826,584	3,862,807	3,899,549	3,936,819
Interest Income	974,977	999,351	1,024,335	1,049,943	1,076,192
PILOT's	1,010,509	1,030,719	1,051,333	1,072,360	1,093,807
Refuse Fee	2,850,000	2,850,000	2,850,000	2,850,000	2,850,000
Departmental & Other	7,546,736	7,561,507	7,576,573	7,596,941	7,612,615
State Aid	**22,307,826**	**22,849,605**	**23,404,929**	**23,539,474**	**24,122,912**
General Government Aid	6,825,378	6,993,922	7,166,680	7,343,756	7,525,260
School Aid	15,366,003	15,739,238	16,121,805	16,079,273	16,481,207
Tax Abatement Aid	29,174	29,174	29,174	29,174	29,174
Offset Aid	87,271	87,271	87,271	87,271	87,271
Other Available Funds	**3,188,731**	**3,164,001**	**3,292,564**	**3,428,568**	**3,572,483**
Walnut Hill Cemetery Fund	100,000	100,000	100,000	100,000	100,000
Reimb./Pymts from Enterprise Funds	2,617,704	2,621,877	2,728,858	2,841,930	2,961,475
Reimb. from Rec Revolving Fund	471,027	442,124	463,705	486,638	511,009
Capital Project Surplus	0	0	0	0	0
Free Cash (for Appropriation)	**9,081,257**	**5,000,000**	**4,775,000**	**4,925,000**	**5,075,000**
TOTAL REVENUE	**304,020,292**	**314,624,191**	**328,348,445**	**337,139,983**	**346,588,698**
$$ Increase	12,908,120	10,603,899	13,724,254	8,791,538	9,448,714
% Increase	4.7%	3.5%	4.4%	2.7%	2.8%

	2020	2021	2022	2023	2024
EXPENDITURES					
Departmental	**77,024,454**	**78,972,900**	**81,172,219**	**83,131,146**	**85,129,921**
Personnel	56,272,296	57,607,296	59,272,296	60,687,296	62,132,296
Services	10,851,430	11,122,716	11,400,784	11,685,804	11,977,949
Supplies	2,272,556	2,329,370	2,387,604	2,447,295	2,508,477
Other	582,482	597,044	611,970	627,269	642,951
Utilities	4,672,660	4,972,660	5,122,660	5,272,660	5,422,660
Capital	2,353,030	2,323,814	2,356,905	2,390,823	2,425,589
Intergovernmental	20,000	20,000	20,000	20,000	20,000
Coll. Barg. - Town	**1,110,000**	**1,440,000**	**1,190,000**	**1,220,000**	**1,240,000**
Schools	**112,433,045**	**118,776,140**	**125,603,896**	**131,484,896**	**137,645,896**
Coll. Barg. - School	**4,802,645**	**5,430,000**	**5,710,000**	**5,990,000**	**6,290,000**
Non-Departmental - Benefits	**66,499,951**	**70,899,207**	**75,533,910**	**81,023,491**	**86,909,684**
Pensions	24,915,433	26,512,211	28,593,420	30,838,004	33,258,787
Group Health	31,712,136	34,514,909	36,580,738	39,324,293	42,273,615
Retiree Group Health Trust Fund (OPEB's)	4,781,980	4,431,980	4,681,980	4,931,980	5,181,980
Group Life	145,000	148,625	152,341	156,149	160,053
Disability Insurance	46,000	46,000	46,000	46,000	46,000
Workers' Compensation	2,050,000	1,896,250	1,943,656	1,992,248	2,042,054
Public Safety IOD Medical Expenses	0	275,000	275,000	275,000	275,000
Unemployment Compensation	200,000	250,000	250,000	250,000	250,000
Medical Disabilities	40,000	40,000	40,000	40,000	40,000
Medicare Coverage	2,609,403	2,784,233	2,970,776	3,169,818	3,382,196
Non-Departmental - General	**1,419,100**	**936,883**	**961,584**	**977,740**	**999,604**
Non-Departmental - Debt Service	**19,508,837**	**23,283,505**	**28,388,844**	**30,829,981**	**30,256,136**
General Fund	19,508,837	23,283,505	28,388,844	30,829,981	30,256,136
Non-Departmental - Reserve Fund	**2,689,494**	**2,798,136**	**2,900,550**	**2,991,788**	**3,076,036**
Tax Supported	2,017,120	2,098,602	2,175,413	2,243,841	2,307,027
Free Cash Supported	672,373	699,534	725,138	747,947	769,009
Special Appropriations	**9,788,055**	**8,401,061**	**8,279,829**	**6,524,258**	**7,736,934**
Tax Supported	3,068,871	4,182,342	4,304,400	2,409,437	3,485,274
Free Cash Supported	6,719,184	4,218,719	3,975,429	4,114,821	4,251,660
Other	0	0	0	0	0
Non-Appropriated	**8,744,711**	**8,952,128**	**9,164,731**	**9,382,650**	**9,606,016**
State Assessments	6,825,698	6,987,947	7,154,252	7,324,715	7,499,440
Cherry Sheet Offsets	87,271	87,271	87,271	87,271	87,271
Overlay	1,806,742	1,851,910	1,898,208	1,945,663	1,994,305
Tax Titles - Deficits/Judgements	25,000	25,000	25,000	25,000	25,000
TOTAL EXPENDITURES	**304,020,292**	**319,889,959**	**338,905,563**	**353,555,949**	**368,890,227**
$$ Increase	12,908,120	15,869,667	12,767,698	14,562,646	14,430,867
% Increase	4.7%	5.2%	4.0%	4.3%	4.1%

	2020	2021	2022	2023	2024
CUMULATIVE SURPLUS/(DEFICIT)	**0**	**(5,265,768)**	**(10,557,118)**	**(16,415,966)**	**(22,301,530)**
DEFICIT AS A % OF OP REV	**0.0%**	**-1.7%**	**-3.2%**	**-4.9%**	**-6.4%**
Surplus / (Deficit) Prior to Collective Bargaining	5,912,645	1,604,232	6,900,000	7,210,000	7,530,000
Town Share of Surplus / (Deficit)	1,110,000	117,428	(1,083,861)	(2,134,602)	(1,539,166)
Town Collective Bargaining	1,110,000	1,440,000	1,190,000	1,220,000	1,240,000
Total Town Surplus / (Deficit)	**0**	**(1,322,572)**	**(2,273,861)**	**(3,354,602)**	**(2,779,166)**
School Share of Surplus / (Deficit)	4,802,645	1,486,804	(2,573,257)	(7,071,363)	(13,232,363)
School Collective Bargaining	4,802,645	5,430,000	5,710,000	5,990,000	6,290,000
Total School Surplus / (Deficit)	**0**	**(3,943,196)**	**(8,283,257)**	**(13,061,363)**	**(19,522,363)**

CAPITAL IMPROVEMENT PROGRAM (CIP)

Capital planning and budgeting is a critical undertaking for all government organizations and is central to the delivery of essential services and the quality of life for its residents. In fact, without a sound plan for long-term investment in infrastructure and equipment, the ability of local government to accomplish its goals is greatly hampered. Over the last 10 years (FY10 - FY19), the Town has authorized expenditures of $541 million, for an average of $54 million per year. These efforts, which have been supported by the Select Board, the Advisory Committee, Town Meeting, and, ultimately, the taxpayers of Brookline, have helped address a backlog of capital projects. This has allowed for the creation of additional classroom spaces necessitated by the surge in enrollment, dramatically improved the Town's physical assets, and have helped yield savings in the Operating Budget through investments in technology and energy efficiency. However, the overcrowding situation in Brookline's public schools is a major capital issue that cannot be addressed solely within the general revenue available for the CIP. On June 13th, the Town completed its third study since 2013 on selecting a site for a new school. The Select Board and School Committee approved moving forward with expanding the Baldwin School, expanding and renovating the Driscoll School, and renovating and possibly expanding the Pierce School. Since the projects necessary to address this issue are so expensive, this CIP assumes future proposals to seek voter approved "debt exclusions", which are temporary tax increases for the life of the debt incurred for these projects. Last year, such debt exclusion was approved for the replacement and enlargement of the High School.

It was a challenge to develop a balanced CIP that continues to reflect the various priorities of the Town, while simultaneously addressing the overcrowding issue in the schools. The overcrowding issue in the schools continues to be the most urgent CIP need, consuming more of the CIP and necessitating additional Debt Exclusion Overrides. The K-8 elementary schools have grown by 40% going from 3,904 students in 2006 to 5,482 students in 2017. These larger elementary grades will soon begin to enter the high school. Brookline High School is currently experiencing the initial wave of rapid enrollment growth that will increase the student body from 1,800 students in 2015, to at least 2,600 or more students by 2023.

The Town is in the midst of schematic design for the High School renovation and expansion project as well as schematic design for the Baldwin and Driscoll School projects. The Town was informed in December that the MSBA invited the Pierce School into the eligibility period. As presented, this proposed $267.6 million six-year CIP includes estimates for the Baldwin School and Driscoll School projects, but does not include an estimate for the Pierce School project beyond the feasibility/schematic design phase. A Debt Exclusion Override is assumed for all three projects. The Classroom Capacity item in FY2020 continues to cover the leases at the temples, 62 Harvard, and 24 Webster Place ($1,450,000) with very limited funding to modify smaller spaces in existing buildings.

The recommended FY2020 – FY2025 CIP calls for an investment of $267.6 million, for an average of approximately $44.6 million per year, and follows the Town's CIP and Free Cash policies for projects inside the levy limit. This continues the Town's commitment to prevent the decline of its infrastructure, upgrade its facilities, improve its physical appearance, and invest in opportunities that positively impact the Operating Budget. Over the last 10 years (FY10 - FY19), the Town has authorized expenditures of $541 million, for an average of $54 million per year. These efforts, which have been supported by the Select Board, the Advisory Committee, Town Meeting, and, ultimately, the taxpayers of Brookline, have helped address a backlog of capital projects. This has allowed for the creation of additional classroom spaces necessitated by the surge in enrollment, dramatically improved the Town's physical assets, and have helped yield savings in the Operating Budget through investments in technology and energy efficiency.

Even with the pressure placed on the CIP by the overcrowding issue, this recommended CIP continues the Town's commitment to **public works projects**, including upgrading its parks/playgrounds, streets/sidewalks, water/sewer infrastructure, and other areas. There is $28M of specific park projects included, as shown in the table below:

	Total	Prior Year (FY19)	FY2020		FY2021		FY2022		FY2023		FY2024		FY2025		Future Years	
			Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC
Parks and Playgrounds																
Amory tennis courts, Parking and Halls	1,700,000												1,700,000	B		
Cypress Playground/Athl. Field	240,000	240,000														
Fisher Hill Gatehouse Safety and Structu	175,000														175,000	
Harry Downes Field & Playground/Kraf	2,450,000	2,450,000														
Larz Anderson Park	12,400,000	2,700,000			2,200,000	B					2,500,000	B			5,000,000	
Larz Anderson Park cash	1,025,000	425,000	**600,000**	**A**												
Murphy Playground	915,000						915,000	B								
Riverway Park	625,000														625,000	
Robinson Playground	1,250,000		**100,000**	**A**	1,150,000	B										
Schick Playground	1,125,000				100,000	A	1,025,000	B								
Boylston St. Playground	1,350,000						110,000	A	1,240,000	B						
Griggs Park	1,120,000												1,120,000	A		
Soule Athletic Fields	1,900,000														1,900,000	
Skyline Park Turf replacement and Park	1,980,000										180,000	A	1,800,000	B		

There is also funding allocated in FY2019 for a Traffic Calming/Safety Improvement project that calls will address intersection realignment on Woodland Road at the intersection with Laurel Road, intersection realignment on Woodland Road at the intersection with Heath Street (Pine Manor side),a new crosswalk with Rectangular Rapid Flash Beacon on Heath Street at Woodland Road, three raised speed humps on Woodland Road (Pine Manor side), a 20 mph Safety Speed Zone on the Beaver Country Day side, and other elements approved by the Transportation Board.

Current Funding for *Street Rehabilitation* account resumes the funding plan set prior to the infusion of one-time funds from the Parking Meter account. Ultimately the remaining balance in the Fund ($1.3M) will be devoted to this account, but further appropriation is on hold pending progression of the Gateway East project as there may be unknown costs the Town may need to absorb as the project enters construction.

A few years ago, a study was made of the conditions of the fire stations and what was needed to maintain the integrity of the floors and building in regard to the newer, larger fire equipment. Fire Station Renovation work outlined in the report included flooring, shoring, beams, columns, and structural work. The report also included recommendations for the HVAC systems, generators, lighting, life safety, and mechanical, electrical, plumbing (MEP), along with other peripheral systems. In FY2012, $650K was appropriated to undertake the Structural component. The next phase for implementation was the Life Safety component, which was funded between FY2013 – FY2015 ($890K). Given the work planned for Station 6 the funding schedule for Station 6 MEP work was moved from FY2021 to FY2017 in order to allow efficiencies with bids and project schedules.

In addition, the Fire Chief has requested additional funding for industrial cleaning and reconfiguration of spaces to mitigate potential hazards in the stations. The project would include industrial cleaning of all non-porous surfaces and all duct work, painting of all walls and ceilings (hard surfaces), replacement of all acoustic/porous ceiling tiles, replacement of all window treatments, replacement of all (soft) furniture in living areas , replacement of all beds and mattresses and the replacement of any fabric partitions. The Town and Fire Department are committed to implementing all reasonable actions necessary to reduce and/or mitigate those exposures within our span of control.

This type of project has been implemented in Boston, and requires further study to develop a plan that takes into consideration the limitations of our current station configurations. The Town will spend FY2019 funds to conduct a study, which will provide MEP/FP systems, Architectural, Cost Estimating, Code Consulting and HAZMAT guidelines for the Fire Department. The CIP will need to be adjusted after the Town gets the results from the study.

The CIP as presented includes estimates for work at each for HVAC and lighting/communication system improvements as follows:

Sta 4 (Rt. 9/Reservoir Rd)	$50,000(FY20)
Sta 1 (Brookline Village)	$550,000 (FY20)
Sta 7 (Washington Sq)	$670,000 (FY21)
TOTAL	$1,270,000

The Town has an excellent fire apparatus rehab/replacement schedule that calls for rehabbing engines every 10 years and ladders every 12 years and for replacing front line engines every 17 years and front line ladder trucks every 20 years. Engine #1 is scheduled for replacement in FY2023. Quint #4 is scheduled for Rehabilitation in FY2020, but the Fire Chief has recommended deferral in order to conduct an assessment that will allow the department to definitively establish the type and quantity of apparatus and personnel necessary for safe and efficient operations. Maintenance staff advised the Chief that given the current condition of the piece deferral would not significantly increase any future cost for maintenance. Rescue #1 is scheduled for rehabilitation in FY2024 and Engine #3 is scheduled for FY2025.

Some of the major projects proposed in the CIP include:

- Pierce School- 2M for Feasibility / Schematic Design
- Radio Infrastructure - $4.5M (FY20-24)
- Larz Anderson - $13.4M (FY20-25, Future Years)
- Classroom Capacity - $9.8M (FY20-FY25)
- Skyline Park $1.98M (FY25)
- Fire Station Renovations - $1.7M (FY20-22)
- Public Building Fire Alarm upgrades - $1.7M (FY19-24)
- HVAC equipment - $1.3M (FY19-24)
- Fire Department's Engine #1 Replacement - $725K (FY23)

Continued major investments include:

- Street and Sidewalk Rehab - $25 million
- Parks and Open Space - $21.4 million
- Town/School Bldg Envelope/Fenestration Repairs - $6.4 million
- Town/School Roofs - $1.6 million
- Water & Sewer Infrastructure - $8.2 million -- enterprise fund
- Town/School Energy Mgmt/Conservation - $1.4 million
- Information Technology - $1.1 million
- Tree Replacement - $1.9 million

Please read Section VII of this Financial Plan for an in-depth explanation of the CIP process, financing policies, and debt management.

CONCLUSION

The FY 2020 Budget represents the second year of a 3-year Override plan. The Budget is balanced based upon a realistic yet conservative projection of revenues and expenses. It meets the financial policies that the Town has established to address its short and long term obligations, ensuring that the Town can retain its Aaa bond rating. The Capital Improvement Plan programs a series of renovations, upgrades and major maintenance of the Town's infrastructure. The Town will need to carefully plan how to finance the major school projects it faces is a way that does not overburden taxpayers or overtake budget capacity that is needed for operations. We look forward to the efforts of the new Fiscal Policy Advisory Committee in evaluating this and many other issues facing the Town.

I wish to acknowledge the extraordinary efforts of my staff for assembling this Financial Plan document. Led by Melissa Goff, Deputy Town Administrator, and assisted by newly appointed Assistant Town Administrator Justin Casanova-Davis, this document is an outstanding tool to communicate the Town's priorities and detail the many facets of the Town's complex financial and budgeting system to the public. I am proud to announce that this document has again received the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA), and we have acknowledged this significant achievement on the introductory page of this publication.

I also wish to thank those department heads of the Town and School and their respective budget staff for their efforts in preparing and defending reasonable budget requests. I sincerely appreciate their creativity and understanding during uncertain financial times.

Finally, special recognition must go to Timothy Sullivan, who will retire as Supervisor of Mailing/Printing after 41 years of service to the Town of Brookline. Among his many varied duties, Mr. Sullivan is responsible for assembling and printing this Financial Plan. We have sincerely appreciated Tim's patience, creativity and commitment with meeting deadlines and producing this award winning document. We will miss Tim's dedication to Brookline and his friendly demeanor.

Over the next several months leading to the Annual Town Meeting in May, my staff and I look forward to working with the Select Board and Advisory Committee on reviewing this Financial Plan.

Melvin A. Kleckner
Town Administrator

NOTE: THERE ARE NUMEROUS SUMMARY TABLES IN SECTION II OF THIS FINANCIAL PLAN. PLEASE REVIEW THOSE FOR MORE DETAILED INFORMAT

FY2020 FINANCIAL PLAN SUMMARY

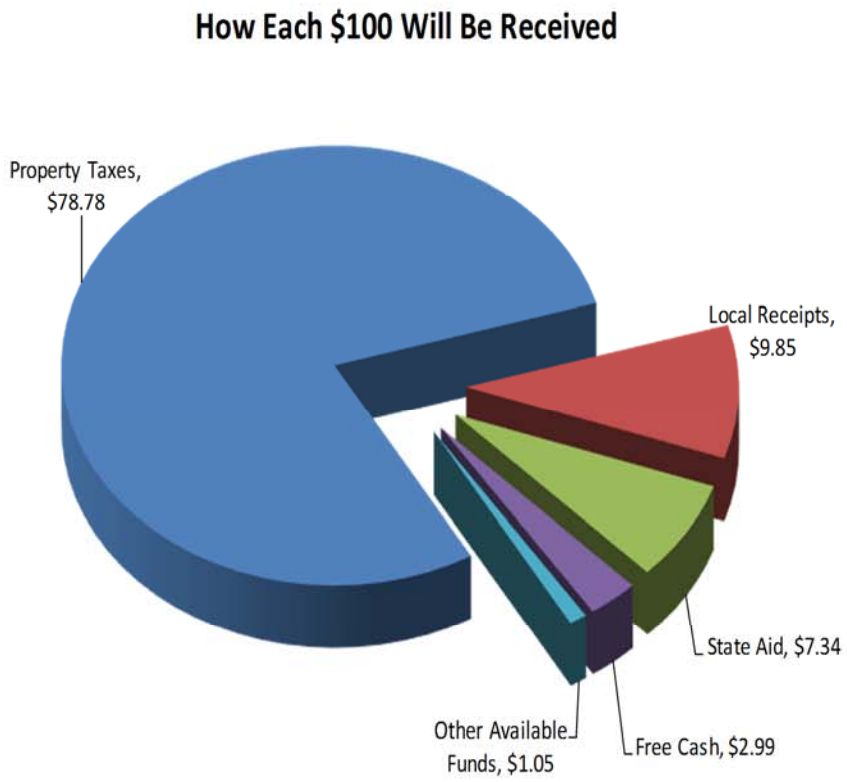
	FY2019	FY2020	INCREASE/DECREASE $	INCREASE/DECREASE %
REVENUE				
General Fund Revenue	289,770,790	304,020,293	**14,249,503**	**4.9%**
Water and Sewer Enterprise Fund	28,554,309	28,564,475	**10,166**	**0.0%**
(less Water & Sewer Overhead included in General Fund Revenue)	(2,314,117)	(2,318,020)	**(3,903)**	**0.2%**
Golf Enterprise Fund	1,772,700	1,884,446	**111,746**	**6.3%**
(less Golf Overhead included in General Fund Revenue)	(207,013)	(299,683)	**(92,670)**	**44.8%**
Recreation Revolving Fund	3,300,000	3,971,843	**671,843**	**20.4%**
(less Rec. Revolving Fund Overhead included in General Fund Revenue)	(351,549)	(471,027)	**(119,479)**	**34.0%**
TOTAL REVENUE	**320,525,121**	**335,352,327**	**14,827,206**	**4.6%**
APPROPRIATIONS				
General Fund Operating Budget	269,893,880	285,487,527	**15,593,646**	**5.8%**
Non-Appropriated Budget *	8,897,045	8,744,711	**(152,334)**	**-1.7%**
Revenue-Financed CIP Budget	10,979,868	9,788,054	**(1,191,814)**	**-10.9%**
General Fund Total	289,770,793	304,020,292	**14,249,499**	**4.9%**
Water and Sewer Enterprise Fund	28,554,309	28,564,475	**10,166**	**0.0%**
(less Water & Sewer Overhead included in General Fund Revenue)	(2,314,117)	(2,318,020)	**(3,903)**	**0.2%**
Golf Enterprise Fund	1,772,700	1,884,446	**111,746**	**6.3%**
(less Golf Overhead included in General Fund Revenue)	(207,013)	(299,683)	**(92,670)**	**44.8%**
Recreation Revolving Fund	3,300,000	3,971,843	**671,843**	**20.4%**
(less Rec. Revolving Fund Overhead included in General Fund Revenue)	(351,549)	(471,027)	**(119,479)**	**34.0%**
TOTAL APPROPRIATIONS	**320,525,121**	**335,352,328**	**14,827,206**	**4.6%**
BALANCE	**0**	**0**	**0**	

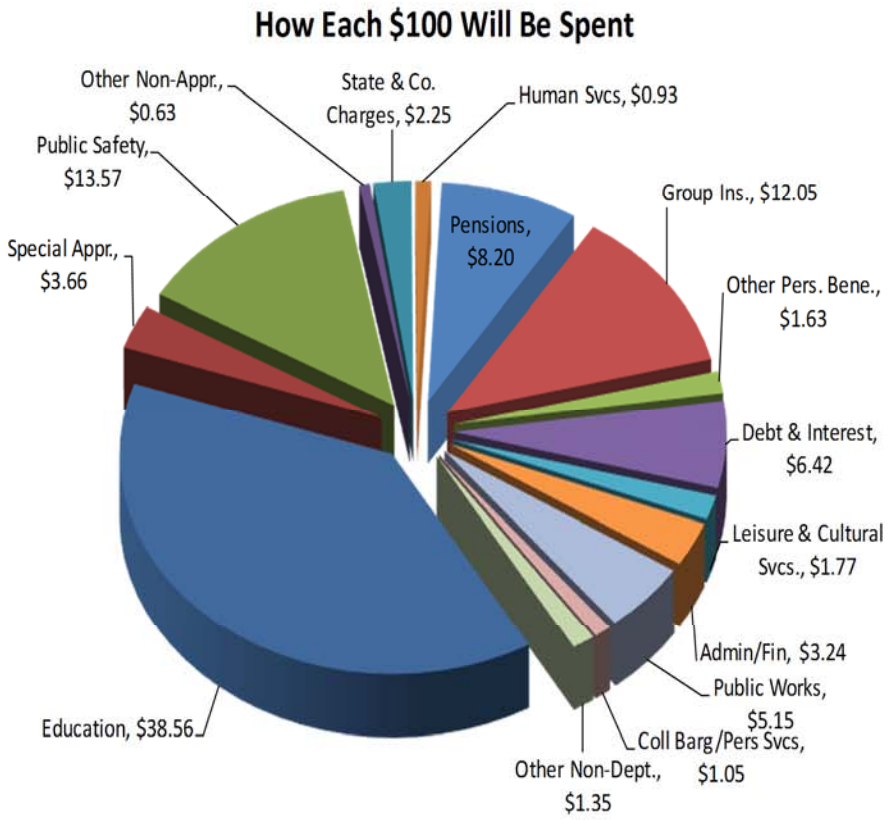
* State and County Charges/Offsets, Overlay, Deficits/Judgments.

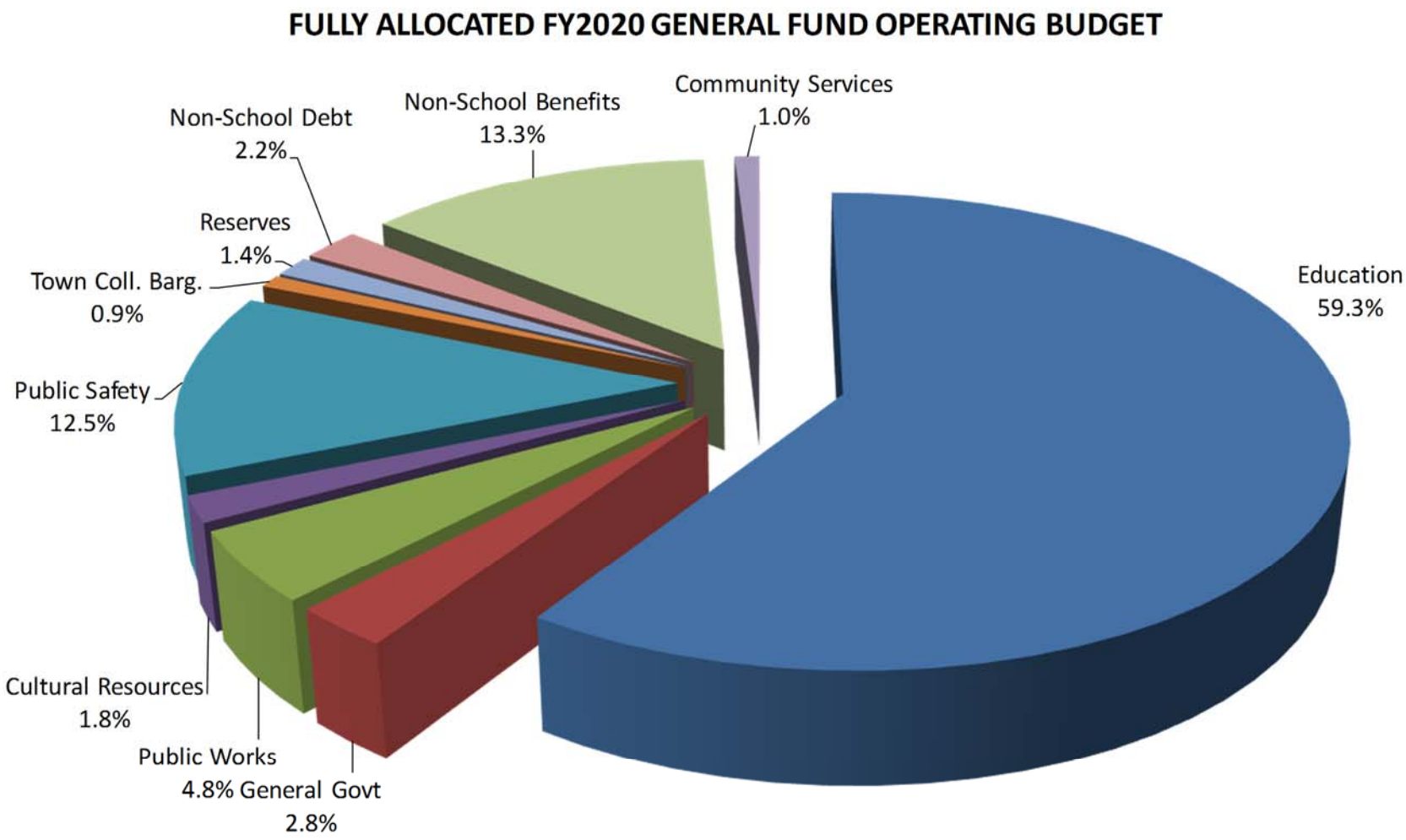
FY2020 RECOMMENDED GENERAL FUND BUDGET SUMMARY

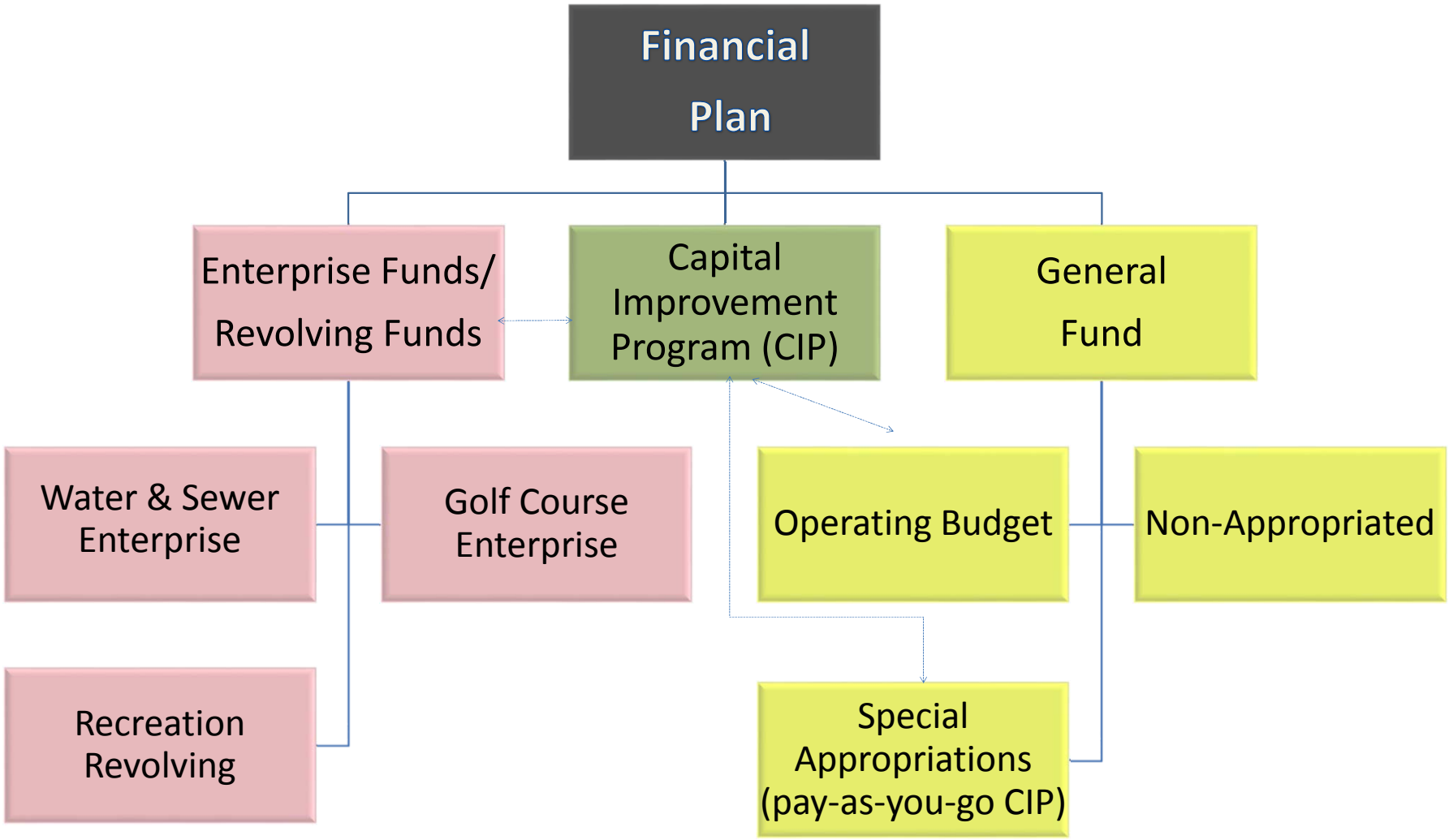
	FY2015 ACTUAL	FY2016 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 BUDGET	INCREASE/DECREASE $	INCREASE/DECREASE %
REVENUE							
Property Tax	195,049,924	204,064,199	211,374,488	224,490,479	239,499,109	**15,008,630**	**6.7%**
Local Receipts	29,377,154	28,648,804	36,277,400	29,778,588	29,943,370	**164,783**	**0.6%**
State Aid	18,837,306	19,658,441	20,352,973	22,112,759	22,307,826	**195,067**	**0.9%**
Free Cash	5,016,501	5,311,538	8,354,017	8,516,286	9,081,257	**564,971**	**6.6%**
Other Available Funds	6,895,644	7,840,067	3,050,446	4,872,678	3,188,731	**(1,683,948)**	**-34.6%**
TOTAL REVENUE	**255,176,529**	**265,523,049**	**279,409,325**	**289,770,790**	**304,020,293**	**14,249,503**	**4.9%**
(LESS) NON-APPROPRIATED EXPENSES							
State & County Charges	6,319,715	6,393,642	6,492,524	6,592,747	6,825,698	**232,951**	**3.5%**
Tax Abatement Overlay	1,965,726	1,840,899	1,722,221	1,762,675	1,806,742	**44,067**	**2.5%**
Deficits & Judgments	25,000	13,583	25,000	453,123	25,000	**(428,123)**	**-94.5%**
Cherry Sheet Offsets	91,451	89,197	86,983	88,500	87,271	**(1,229)**	**-1.4%**
TOTAL NON-APPROPRIATED EXPENSES	**8,401,892**	**8,337,321**	**8,326,728**	**8,897,045**	**8,744,711**	**(152,334)**	**-1.7%**
AMOUNT AVAILABLE FOR APPROPRIATION				**280,873,746**	**295,275,581**	**14,401,835**	**5.1%**
APPROPRIATIONS							
Town Departments	68,442,342	71,730,450	72,437,441	76,244,277	78,134,452	**1,890,174**	**2.5%**
School Department	95,916,093	101,118,780	105,196,458	110,658,255	117,235,691	**6,577,436**	**5.9%**
Non-Departmental Total	63,465,863	63,465,863	75,163,554	82,991,348	90,117,382	**7,126,034**	**8.6%**
General Fund Non-Departmental	60,945,219	60,850,796	72,370,108	80,118,669	87,028,651	**6,909,982**	**8.6%**
Water and Sewer Enterprise Fund Overhead *	1,988,729	2,057,070	2,233,725	2,314,117	2,318,020	**3,903**	**0.2%**
Golf Enterprise Fund Overhead *	177,791	182,097	179,991	207,013	299,683	**92,670**	**44.8%**
Recreation Revolving Fund Overhead *	354,124	375,900	379,730	351,549	471,027	**119,479**	**34.0%**
OPERATING BUDGET SUBTOTAL	227,824,298	236,315,093	252,797,453	269,893,880	285,487,527	**15,593,646**	**5.8%**
Revenue-Financed CIP (Special Appropriations)	10,113,000	8,879,374	9,720,862	10,979,868	9,788,054	**(1,191,814)**	**-10.9%**
TOTAL APPROPRIATIONS	**237,937,298**	**245,194,467**	**262,518,315**	**280,873,746**	**295,275,581**	**14,401,835**	**5.1%**
BALANCE				**0**	**0**	**0**	

* These Overhead figures match the Water and Sewer Enterprise Fund Reimbursement, Golf Enterprise Fund Reimbursement, and Recreation Revolving Fund Reimbursement revenue sources found under the "Other Available Funds" revenue category.


How Each $100 Will Be Received
Property Taxes, $78.78
Local Receipts, $9.85
State Aid, $7.34
Free Cash, $2.99
Other Available Funds, $1.05


How Each $100 Will Be Spent
Other Non-Appr., $0.63
State & Co. Charges, $2.25
Human Svcs, $0.93
Public Safety, $13.57
Group Ins., $12.05
Pensions, $8.20
Special Appr., $3.66
Other Pers. Bene., $1.63
Debt & Interest, $6.42
Leisure & Cultural Svcs., $1.77
Admin/Fin, $3.24
Public Works, $5.15
Education, $38.56
Coll Barg/Pers Svcs, $1.05
Other Non-Dept., $1.35


FULLY ALLOCATED FY2020 GENERAL FUND OPERATING BUDGET
Community Services
1.0%
Non-School Benefits
13.3%
Non-School Debt
2.2%
Reserves
1.4%
Town Coll. Barg.
0.9%
Education
59.3%
Public Safety
12.5%
Cultural Resources
1.8%
Public Works
4.8%
General Govt
2.8%


Financial Plan
Enterprise Funds/ Revolving Funds
Capital Improvement Program (CIP)
General Fund
Water & Sewer Enterprise
Golf Course Enterprise
Operating Budget
Non-Appropriated
Recreation Revolving
Special Appropriations (pay-as-you-go CIP)

FY2020 FINANCIAL SUMMARY BY FUND

REVENUES	General Fund *	Water & Sewer Enterprise Fund	Golf Enterprise Fund	Recreation Revolving Fund	Cemetery Trust	TOTAL	% of Total
Property Taxes	239,499,109					239,499,109	71.4%
Local Receipts	29,943,370					29,943,370	8.9%
State Aid	22,307,826					22,307,826	6.7%
Parking Meter Receipts						0	0.0%
Walnut Hill Cemetery Fund					100,000	100,000	0.0%
State Aid for Libraries						0	0.0%
Golf Receipts			1,884,446			1,884,446	0.6%
Recreation Program Revenue				3,971,843		3,971,843	1.2%
Water and Sewer Receipts		28,564,475				28,564,475	8.5%
Capital Project Surplus						0	0.0%
Free Cash	9,081,257					9,081,257	2.7%
TOTAL FINANCIAL PLAN REVENUE	**300,831,563**	**28,564,475**	**1,884,446**	**3,971,843**	**100,000**	**335,352,327**	
EXPENDITURES **							
General Government	9,850,541					9,850,541	2.9%
Public Safety	41,246,847					41,246,847	12.3%
Public Works	15,548,095	24,744,690			100,000	40,392,785	12.0%
Library	4,266,111					4,266,111	1.3%
Health & Human Services	2,816,875					2,816,875	0.8%
Recreation	1,120,983		1,426,450	3,500,816		6,048,249	1.8%
Schools	117,235,691					117,235,691	35.0%
Personal Services Reserve	715,000					715,000	0.2%
Collective Bargaining (Town)	2,470,000					2,470,000	0.7%
Personnel Benefits **	63,529,974	2,318,020	184,106	467,851		66,499,951	19.8%
Non-Departmental **	3,989,841		115,577	3,176		4,108,594	1.2%
Debt Service	19,508,837	1,501,765	158,313			21,168,915	6.3%
Revenue-Financed CIP (Special Appropriations)	9,788,054					9,788,054	2.9%
Non-Appropriated	8,744,711					8,744,711	2.6%
TOTAL FINANCIAL PLAN EXPENDITURES	**300,831,563**	**28,564,475**	**1,884,446**	**3,971,843**	**100,000**	**335,352,327**	
% OF TOTAL FINANCIAL PLAN	**89.7%**	**8.5%**	**0.6%**	**1.2%**	**0.0%**		

* Includes revenue from Property Taxes, Local Receipts, State Aid, and Free Cash. Instead of being shown in the General Fund, revenue from the "Other Available Funds" category is shown in the fund from which they are transferred to the General Fund.

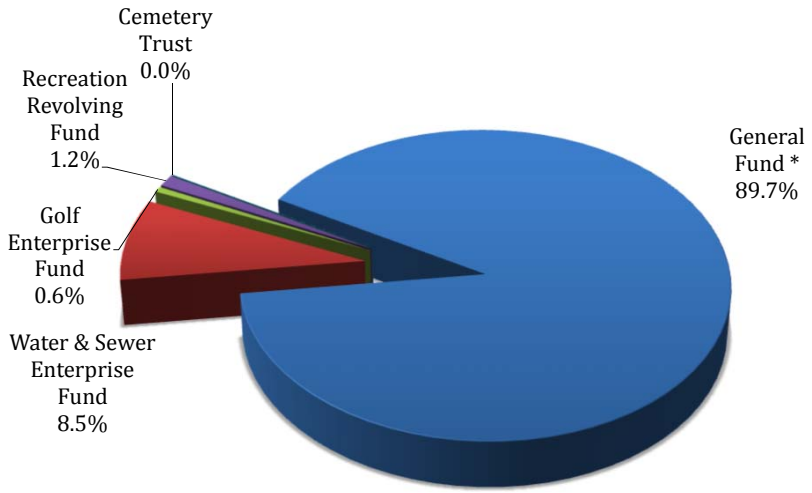
** For purposes of this analysis, the reimbursements from the enterprise funds and revolving fund are deducted from the General Fund and re-allocated within that particular fund. Accounts with an ** had amounts deducted from them in the General Fund.

FY2020 FINANCIAL PLAN BY CATEGORY OF EXPENDITURE *

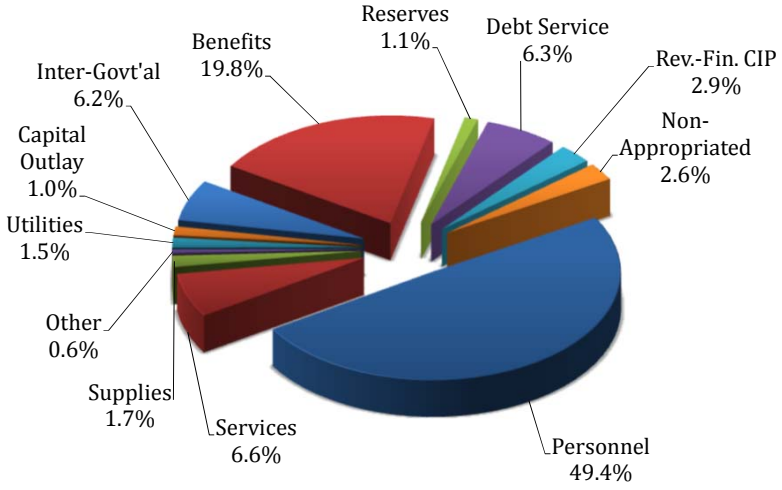
	General Fund **	Water & Sewer Enterprise Fund	Golf Course Enterprise Fund	Recreation Revolving Fund	TOTAL	% OF TOTAL
Personnel	159,662,449	2,776,505	726,448	2,441,111	165,606,513	49.4%
Services	21,065,876	353,798	153,071	493,626	22,066,371	6.6%
Supplies	5,030,183	123,020	313,700	227,101	5,694,004	1.7%
Other ***	1,781,904	10,580	130,277	93,824	2,016,585	0.6%
Utilities	4,672,660	102,061	117,923	106,974	4,999,618	1.5%
Capital Outlay	3,590,047	630,330	86,420	138,180	4,444,977	1.3%
Inter-Governmental	20,000	20,653,997			20,673,997	6.2%
Benefits ***	63,526,798	2,318,020	184,106	471,027	66,499,951	19.8%
Reserves	3,540,045	282,817	25,000		3,847,861	1.1%
Debt Service	19,508,837	1,313,347	147,501		20,969,685	6.3%
Rev.-Financed CIP (Special Approp.)	9,788,054				9,788,054	2.9%
Non-Appropriated	8,744,711				8,744,711	2.6%
TOTAL FINANCIAL PLAN	**300,931,564**	**28,564,475**	**1,884,446**	**3,971,843**	**335,352,327**	

* Includes an estimate of the breakout of the School Department's appropriation.
** For purposes of this analysis, the General Fund includes the funds transferred from the Parking Meter Fund and Cemetery Trust.
*** For purposes of this analysis, the reimbursements from the enterprise funds and revolving fund are deducted from the General Fund and re-allocated within that particular fund. Accounts with an *** had amounts deducted from them in the General Fund.

FY2020 FINANCIAL PLAN BY FUND



FY2020 FINANCIAL PLAN BY CATEGORY

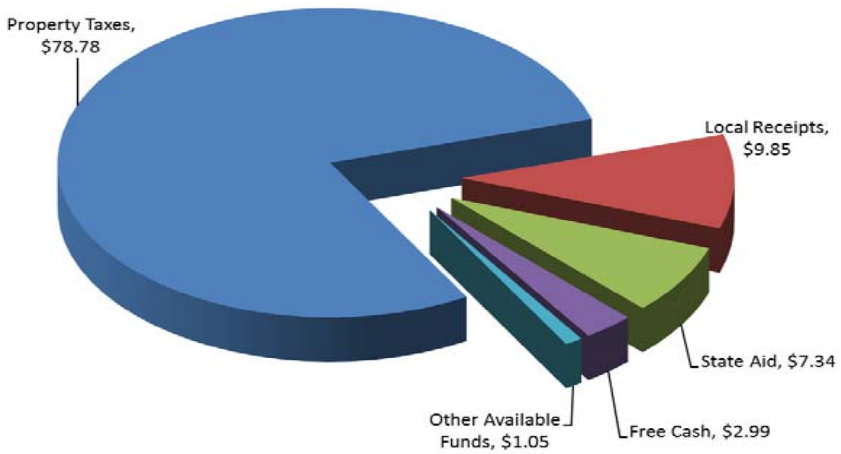


FY2020 RECOMMENDED GENERAL FUND BUDGET SUMMARY

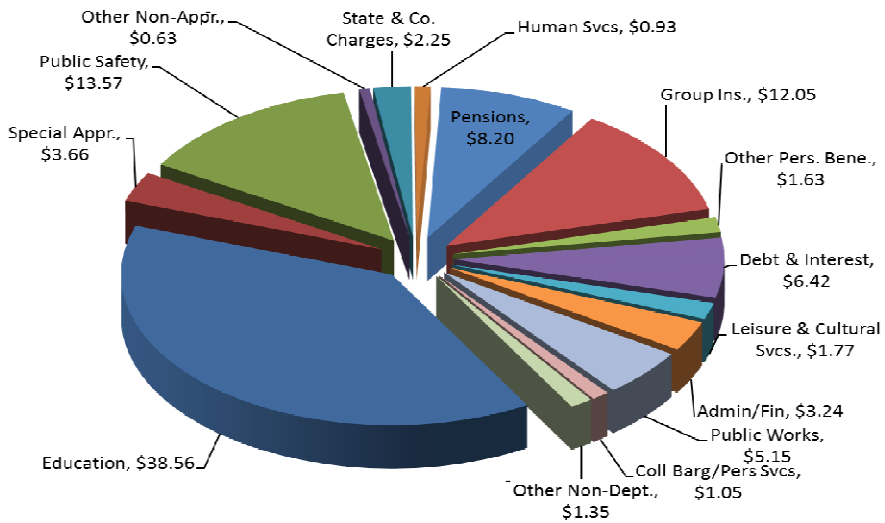
	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 BUDGET	INCREASE/DECREASE $	INCREASE/DECREASE %
REVENUE							
Property Tax	195,049,924	204,064,199	211,374,488	224,490,479	239,499,109	**15,008,630**	**6.7%**
Local Receipts	29,377,154	28,648,804	36,277,400	29,778,588	29,943,370	**164,783**	**0.6%**
State Aid	18,837,306	19,658,441	20,352,973	22,112,759	22,307,826	**195,067**	**0.9%**
Free Cash	5,016,501	5,311,538	8,354,017	8,516,286	9,081,257	**564,971**	**6.6%**
Other Available Funds	6,895,644	7,840,067	3,050,446	4,872,678	3,188,731	**(1,683,948)**	**-34.6%**
TOTAL REVENUE	**255,176,529**	**265,523,049**	**279,409,325**	**289,770,790**	**304,020,293**	**14,249,502**	**4.9%**
(LESS) NON-APPROPRIATED EXPENSES							
State & County Charges	6,319,715	6,393,642	6,492,524	6,592,747	6,825,698	**232,951**	**3.5%**
Tax Abatement Overlay	1,965,726	1,840,899	1,722,221	1,762,675	1,806,742	**44,067**	**2.5%**
Deficits & Judgments	25,000	13,583	25,000	453,123	25,000	**(428,123)**	**-94.5%**
Cherry Sheet Offsets	91,451	89,197	86,983	88,500	87,271	**(1,229)**	**-1.4%**
TOTAL NON-APPROPRIATED EXPENSES	**8,401,892**	**8,337,321**	**8,326,728**	**8,897,045**	**8,744,711**	**(152,334)**	**-1.7%**
AMOUNT AVAILABLE FOR APPROPRIATION				**280,873,747**	**295,275,581**	**14,401,834**	**5.1%**
APPROPRIATIONS							
Town Departments	68,442,342	71,730,450	72,437,441	76,244,277	78,134,452	**1,890,174**	**2.5%**
School Department	95,916,093	101,118,780	105,196,458	110,658,255	117,235,691	**6,577,436**	**5.9%**
Non-Departmental Total	63,465,863	63,465,863	75,163,554	82,991,348	90,117,382	**7,126,034**	**8.6%**
General Fund Non-Departmental	60,945,219	60,850,796	72,370,108	80,118,669	87,028,651	**6,909,982**	**8.6%**
Water & Sewer Enterprise Fund Overhead *	1,988,729	2,057,070	2,233,725	2,314,117	2,318,020	**3,903**	**0.2%**
Golf Enterprise Fund Overhead *	177,791	182,097	179,991	207,013	299,683	**92,670**	**44.8%**
Recreation Revolving Fund Overhead *	354,124	375,900	379,730	351,549	471,027	**119,479**	**34.0%**
OPERATING BUDGET SUBTOTAL	227,824,298	236,315,093	252,797,453	269,893,880	285,487,527	**15,593,646**	**5.8%**
Revenue-Financed CIP (Special Appropriations)	10,113,000	8,879,374	9,720,862	10,979,868	9,788,054	**(1,191,814)**	**-10.9%**
TOTAL APPROPRIATIONS	**237,937,298**	**245,194,467**	**262,518,315**	**280,873,747**	**295,275,581**	**14,401,834**	**5.1%**
BALANCE				**0**	**0**	**0**	

* These Overhead figures match the Water and Sewer Enterprise Fund Reimbursement, Golf Enterprise Fund Reimbursement, and Recreation Revolving Fund Reimbursement revenue sources found under the "Other Available Funds" revenue category.

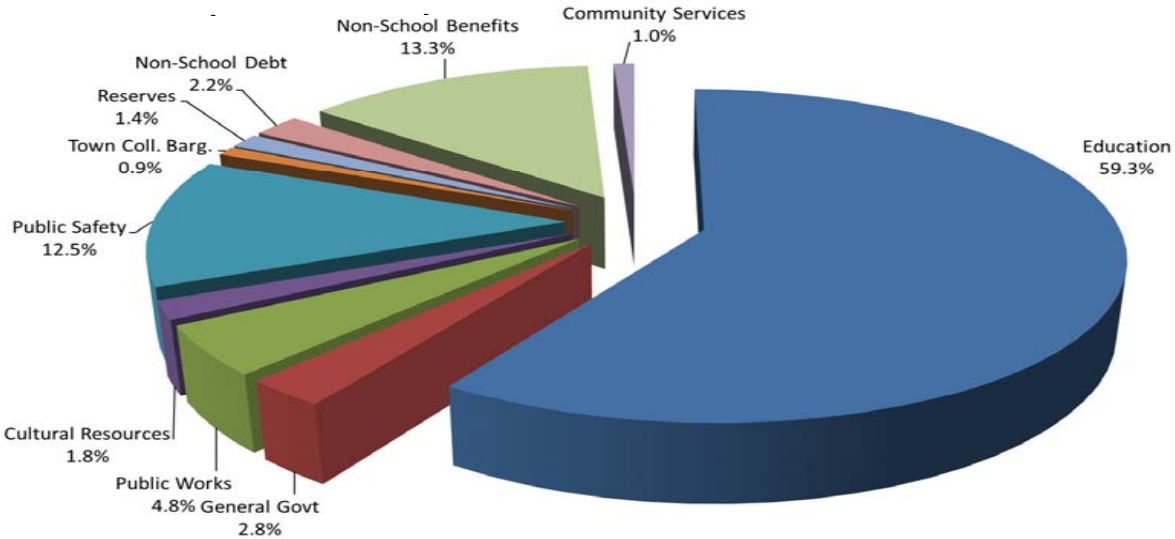
How Each $100 Will Be Received



How Each $100 Will Be Spent



FULLY ALLOCATED FY2020 GENERAL FUND OPERATING BUDGET

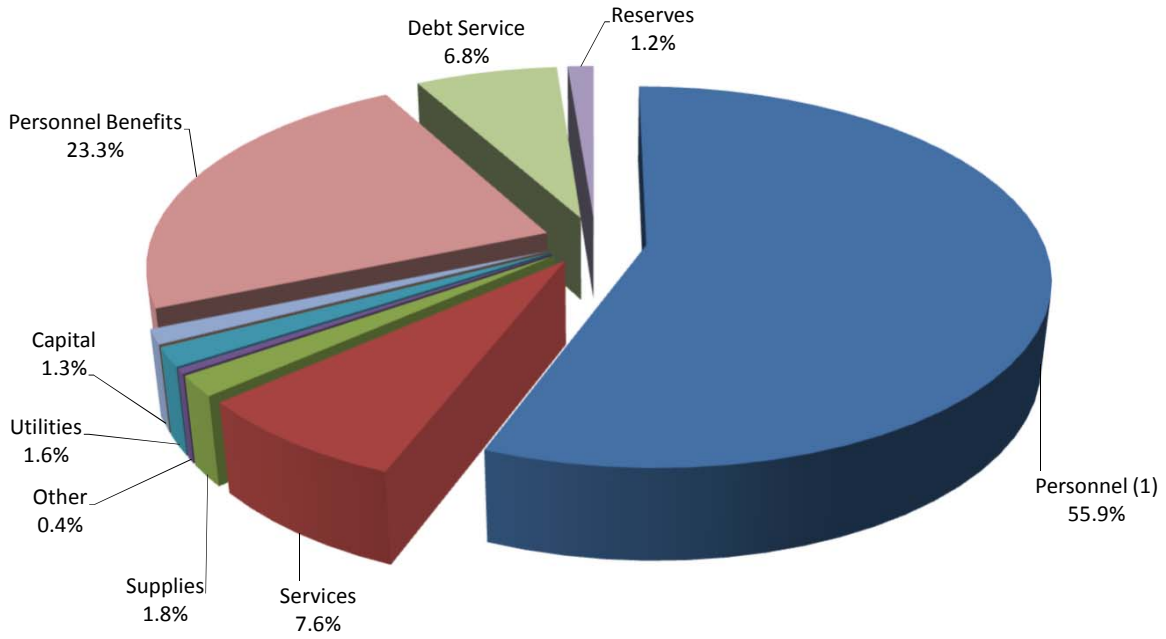


FY2020 RECOMMENDED OPERATING BUDGET SUMMARY - TOTALS BY EXPENDITURE CLASSIFICATION

CLASS OF EXPENDITURE	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 BUDGET	INCREASE/ DECREASE	% INCREASE/ DECREASE
Personnel (1)	121,057,081	132,917,454	146,528,387	152,482,793	159,622,450	7,139,657	4.7%
Services	18,146,243	20,238,320	18,295,236	20,256,496	21,714,722	1,458,226	7.2%
Supplies	4,811,326	4,704,206	4,761,350	4,881,914	5,022,183	140,269	2.9%
Other	937,081	1,181,593	1,006,395	1,233,854	1,281,632	47,778	3.9%
Utilities	5,117,633	4,752,138	4,391,645	4,658,032	4,672,660	14,628	0.3%
Intergovernmental	0	0	0	20,000	20,000	0	0.0%
Capital Outlay	2,350,329	2,942,702	3,181,892	3,845,174	3,590,047	(255,127)	-6.6%
Personnel Benefits	49,570,654	53,243,663	59,317,285	63,046,019	66,499,951	3,453,932	5.5%
Debt Service	9,304,647	9,478,591	12,577,453	15,658,637	19,508,837	3,850,200	24.6%
Reserves (2)	972,598	255,421	792,321	3,810,961	3,555,045	(255,916)	-6.7%
TOTAL OPERATING BUDGET	**212,267,591**	**229,714,088**	**250,851,964**	**269,893,878**	**285,487,527**	**15,593,649**	**5.8%**

(1) Includes the Personnel Services Reserve and the Collective Bargaining Reserve.
(2) The FY16-FY18 Actuals do not include the Operating Budget Reserve Fund, as those monies were transferred to departmental budgets for expenditure.
Note: The FY18 and FY19 allocations are estimates, as the School budget is voted as a single appropriation by Town Meeting.

FY20 OPERATING BUDGET BY CLASS OF EXPENDITURE



FY2020 RECOMMENDED OPERATING BUDGET SUMMARY

SERVICE PROGRAMS	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 BUDGET	INCREASE/ DECREASE	% INCREASE/ DECREASE
ADMINISTRATION AND FINANCE							
Select Board	**684,191**	**710,634**	**738,119**	**731,791**	**737,511**	**5,720**	**0.8%**
Personnel	653,842	683,280	706,824	700,906	706,626	5,720	0.8%
Services	6,995	5,692	6,224	7,080	7,080	0	0.0%
Supplies	3,991	3,885	5,293	4,000	4,000	0	0.0%
Other	17,232	15,694	17,573	17,600	17,600	0	0.0%
Capital	2,130	2,083	2,205	2,205	2,205	0	0.0%
Human Resources Department	**728,432**	**734,670**	**755,582**	**678,268**	**653,495**	**(24,773)**	**-3.7%**
Personnel	302,781	310,863	399,899	313,419	313,646	227	0.1%
Services	408,165	399,963	321,029	311,809	286,809	(25,000)	-8.0%
Supplies	8,366	7,242	15,535	20,400	20,400	0	0.0%
Other	7,538	15,019	17,479	31,000	31,000	0	0.0%
Capital	1,583	1,583	1,640	1,640	1,640	0	0.0%
Information Technology Department	**1,843,320**	**1,953,280**	**1,922,893**	**2,028,342**	**2,032,347**	**4,005**	**0.2%**
Personnel	1,117,714	1,156,733	1,154,803	1,186,569	1,190,574	4,005	0.3%
Services	643,556	528,113	474,535	545,773	545,773	0	0.0%
Supplies	10,263	10,301	10,299	10,350	10,350	0	0.0%
Other	31,082	17,298	15,237	17,550	17,550	0	0.0%
Capital	40,705	240,835	268,019	268,100	268,100	0	0.0%
Finance Department	**2,985,840**	**3,174,052**	**3,372,306**	**3,349,839**	**3,410,309**	**60,470**	**1.8%**
Personnel	2,210,292	2,145,580	2,216,204	2,364,690	2,374,880	10,190	0.4%
Services	691,091	961,120	1,079,627	886,857	913,757	26,900	3.0%
Supplies	41,696	42,760	47,674	46,960	46,960	0	0.0%
Other	18,706	16,392	20,385	25,707	29,907	4,200	16.3%
Utilities	1,332	1,332	1,166	1,375	1,375	0	0.0%
Capital	22,724	6,868	7,250	24,250	43,430	19,180	79.1%
Legal Services	**989,752**	**1,052,847**	**1,055,753**	**1,076,126**	**1,142,204**	**66,078**	**6.1%**
Personnel	609,283	644,894	654,349	708,617	771,430	62,813	8.9%
Services	263,929	312,261	317,339	250,309	251,309	1,000	0.4%
Supplies	3,500	3,499	3,500	3,500	4,500	1,000	28.6%
Other	111,446	90,615	78,865	112,000	113,100	1,100	1.0%
Capital	1,594	1,578	1,700	1,700	1,865	165	9.7%
Advisory Committee	**13,704**	**21,196**	**21,427**	**27,805**	**28,042**	**237**	**0.9%**
Personnel	11,687	18,024	18,403	23,665	23,902	237	1.0%
Services	0	0	0	0	0	0	0.0%
Supplies	1,404	2,559	2,400	3,275	3,275	0	0.0%
Other	333	333	345	570	570	0	0.0%
Capital	279	279	279	295	295	0	0.0%
Town Clerk	**613,440**	**761,507**	**562,943**	**792,040**	**662,765**	**(129,275)**	**-16.3%**
Personnel	508,778	646,122	479,869	655,388	546,413	(108,975)	-16.6%
Services	88,516	91,392	70,142	110,172	94,872	(15,300)	-13.9%
Supplies	13,564	21,204	11,149	22,750	17,750	(5,000)	-22.0%
Other	1,382	1,605	600	2,450	2,450	0	0.0%
Capital	1,200	1,184	1,184	1,280	1,280	0	0.0%
Dept. of Planning and Cmty. Development	**874,057**	**975,267**	**1,006,669**	**1,157,326**	**1,183,868**	**26,542**	**2.3%**
Personnel	843,567	936,301	955,692	1,095,431	1,106,873	11,442	1.0%
Services	17,185	24,650	34,895	43,633	58,633	15,000	34.4%
Supplies	8,700	9,449	9,620	9,712	9,712	0	0.0%
Other	1,710	2,047	3,022	4,550	4,550	0	0.0%
Capital	2,895	2,821	3,440	4,000	4,100	100	2.5%

FY2020 RECOMMENDED OPERATING BUDGET SUMMARY

SERVICE PROGRAMS	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 BUDGET	INCREASE/ DECREASE	% INCREASE/ DECREASE
ADMINISTRATION AND FINANCE TOTAL	*8,732,736*	*9,383,452*	*9,435,692*	*9,841,538*	*9,850,541*	***9,003***	***0.1%***
Personnel	*6,257,945*	*6,541,796*	*6,586,043*	*7,048,686*	*7,034,344*	***(14,342)***	***-0.2%***
Services	*2,119,437*	*2,323,191*	*2,303,790*	*2,155,633*	*2,158,233*	***2,600***	***0.1%***
Supplies	*91,485*	*100,901*	*105,470*	*120,947*	*116,947*	***(4,000)***	***-3.3%***
Other	*189,429*	*159,002*	*153,507*	*211,427*	*216,727*	***5,300***	***2.5%***
Utilities	*1,332*	*1,332*	*1,166*	*1,375*	*1,375*	***0***	***0.0%***
Capital	*73,109*	*257,230*	*285,717*	*303,470*	*322,915*	***19,445***	***6.4%***
PUBLIC SAFETY							
Police Department	**16,732,901**	**16,478,636**	**16,151,311**	**16,719,112**	**16,936,644**	**217,532**	**1.3%**
Personnel	14,958,414	14,907,671	14,383,140	15,066,788	15,074,009	**7,221**	**0.0%**
Services	649,820	556,684	734,259	601,243	719,471	**118,228**	**19.7%**
Supplies	241,943	192,767	198,868	259,900	219,900	**(40,000)**	**-15.4%**
Other	113,476	89,104	131,843	74,000	74,000	**0**	**0.0%**
Utilities	300,325	284,766	281,635	282,373	293,095	**10,722**	**3.8%**
Capital	468,924	447,644	421,566	434,808	556,169	**121,361**	**27.9%**
Fire Department	**12,961,446**	**15,007,729**	**15,070,184**	**15,584,343**	**15,703,922**	**119,579**	**0.8%**
Personnel	12,267,352	14,312,004	14,366,597	14,686,571	14,830,270	**143,699**	**1.0%**
Services	144,362	214,747	165,597	166,240	166,426	**186**	**0.1%**
Supplies	147,997	138,175	187,046	167,488	191,952	**24,464**	**14.6%**
Other	25,269	29,223	19,253	31,350	31,700	**350**	**1.1%**
Utilities	202,918	195,196	218,310	185,223	212,912	**27,689**	**14.9%**
Capital	173,549	118,384	113,381	347,471	270,662	**(76,809)**	**-22.1%**
Building Department	**7,321,190**	**7,554,334**	**7,653,366**	**8,345,682**	**8,606,282**	**260,600**	**3.1%**
Personnel	2,266,598	2,386,444	2,440,905	2,601,547	2,705,666	**104,118**	**4.0%**
Services	2,325,593	2,707,066	2,624,297	3,022,378	3,205,653	**183,275**	**6.1%**
Supplies	27,427	27,775	28,356	29,750	29,750	**0**	**0.0%**
Other	9,992	11,963	9,246	10,400	13,900	**3,500**	**33.7%**
Utilities	2,550,579	2,292,145	2,429,752	2,586,236	2,567,943	**(18,293)**	**-0.7%**
Capital	141,000	128,941	120,810	95,370	83,370	**(12,000)**	**-12.6%**
PUBLIC SAFETY TOTAL	*37,015,537*	*39,040,699*	*38,874,861*	*40,649,137*	*41,246,848*	***597,711***	***1.5%***
Personnel	*29,492,364*	*31,606,119*	*31,190,642*	*32,354,906*	*32,609,944*	***255,038***	***0.8%***
Services	*3,119,775*	*3,478,497*	*3,524,153*	*3,789,861*	*4,091,550*	***301,689***	***8.0%***
Supplies	*417,367*	*358,717*	*414,270*	*457,138*	*441,602*	***(15,536)***	***-3.4%***
Other	*148,737*	*130,290*	*160,342*	*115,750*	*119,600*	***3,850***	***3.3%***
Utilities	*3,053,822*	*2,772,107*	*2,929,696*	*3,053,832*	*3,073,950*	***20,118***	***0.7%***
Capital	*783,473*	*694,969*	*655,757*	*877,649*	*910,201*	***32,552***	***3.7%***
PUBLIC WORKS							
Department of Public Works	**14,970,796**	**15,497,836**	**16,336,101**	**15,533,488**	**15,648,096**	**114,608**	**0.7%**
Personnel	8,035,084	8,186,079	8,623,437	8,359,210	8,414,227	**55,017**	**0.7%**
Services	3,543,963	3,827,137	4,027,593	3,582,008	4,053,061	**471,053**	**13.2%**
Supplies	1,205,409	1,467,396	1,598,065	970,750	970,750	**0**	**0.0%**
Other	68,087	58,793	48,055	53,500	53,500	**0**	**0.0%**
Utilities	1,134,757	927,502	973,918	1,102,000	1,075,059	**(26,941)**	**-2.4%**
Intergovernmental	0	0	0	20,000	20,000	**0**	**0.0%**
Capital	983,497	1,030,929	1,065,033	1,446,021	1,061,500	**(384,521)**	**-26.6%**

FY2020 RECOMMENDED OPERATING BUDGET SUMMARY

SERVICE PROGRAMS	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 BUDGET	INCREASE/ DECREASE	% INCREASE/ DECREASE
CULTURAL SERVICES							
Library	**3,993,161**	**4,129,662**	**4,147,017**	**4,196,362**	**4,266,111**	**69,749**	**1.7%**
Personnel	2,916,037	3,042,282	3,101,520	3,097,982	3,113,564	**15,582**	**0.5%**
Services	180,352	185,437	178,134	204,169	226,075	**21,906**	**10.7%**
Supplies	566,724	565,364	592,355	605,225	610,764	**5,539**	**0.9%**
Other	4,097	1,182	3,258	4,700	4,700	**0**	**0.0%**
Utilities	300,824	310,224	249,720	266,492	267,884	**1,392**	**0.5%**
Capital	25,128	25,174	22,030	17,794	43,124	**25,330**	**142.4%**
HUMAN SERVICES							
Health and Human Services Department	**1,193,045**	**1,201,816**	**1,181,028**	**1,242,374**	**1,236,042**	**(6,332)**	**-0.5%**
Personnel	926,793	931,698	908,558	950,450	955,220	**4,770**	**0.5%**
Services	203,037	199,464	206,793	214,362	217,902	**3,541**	**1.7%**
Supplies	15,099	17,353	18,020	15,100	15,100	**0**	**0.0%**
Other	4,105	9,518	4,952	4,120	4,120	**0**	**0.0%**
Utilities	39,991	40,794	38,685	36,823	39,515	**2,692**	**7.3%**
Capital	4,020	2,989	4,020	21,520	4,185	**(17,335)**	**-80.6%**
Veterans' Services	**326,172**	**308,507**	**303,845**	**342,378**	**342,585**	**207**	**0.1%**
Personnel	160,977	157,911	182,913	175,295	175,502	**207**	**0.1%**
Services	1,975	2,525	1,988	2,388	2,388	**0**	**0.0%**
Supplies	562	588	636	650	650	**0**	**0.0%**
Other	162,147	146,973	117,799	163,535	163,535	**0**	**0.0%**
Capital	510	510	510	510	510	**0**	**0.0%**
Council on Aging	**883,926**	**916,512**	**902,328**	**957,812**	**961,605**	**3,792**	**0.4%**
Personnel	752,246	777,303	777,312	822,520	826,708	**4,187**	**0.5%**
Services	39,031	39,320	39,165	43,583	43,583	**0**	**0.0%**
Supplies	21,296	19,432	19,722	19,763	19,763	**0**	**0.0%**
Other	2,019	4,066	1,682	4,250	4,250	**0**	**0.0%**
Utilities	63,719	70,144	58,746	61,996	61,601	**(395)**	**-0.6%**
Capital	5,614	6,246	5,700	5,700	5,700	**0**	**0.0%**
Diversity, Inclusion and Community Relations	**202,210**	**231,634**	**228,918**	**272,149**	**276,642**	**4,494**	**1.7%**
Personnel	172,994	209,765	210,239	222,124	226,017	**3,894**	**1.8%**
Services	20,000	12,509	7,642	35,000	35,600	**600**	**1.7%**
Supplies	8,682	8,665	6,843	10,500	10,500	**0**	**0.0%**
Other	140	300	3,800	3,650	3,650	**0**	**0.0%**
Capital	394	394	394	875	875	**0**	**0.0%**
HUMAN SERVICES TOTAL	*2,605,354*	*2,658,469*	*2,616,120*	*2,814,714*	*2,816,875*	***2,161***	***0.1%***
Personnel	*2,013,010*	*2,076,677*	*2,079,023*	*2,170,389*	*2,183,447*	***13,058***	***0.6%***
Services	*264,043*	*253,818*	*255,588*	*295,332*	*299,473*	***4,141***	***1.4%***
Supplies	*45,639*	*46,039*	*45,221*	*46,013*	*46,013*	***0***	***0.0%***
Other	*168,412*	*160,857*	*128,232*	*175,555*	*175,555*	***0***	***0.0%***
Utilities	*103,710*	*110,938*	*97,432*	*98,819*	*101,116*	***2,297***	***2.3%***
Capital	*10,538*	*10,140*	*10,624*	*28,605*	*11,270*	***(17,335)***	***-60.6%***

FY2020 RECOMMENDED OPERATING BUDGET SUMMARY

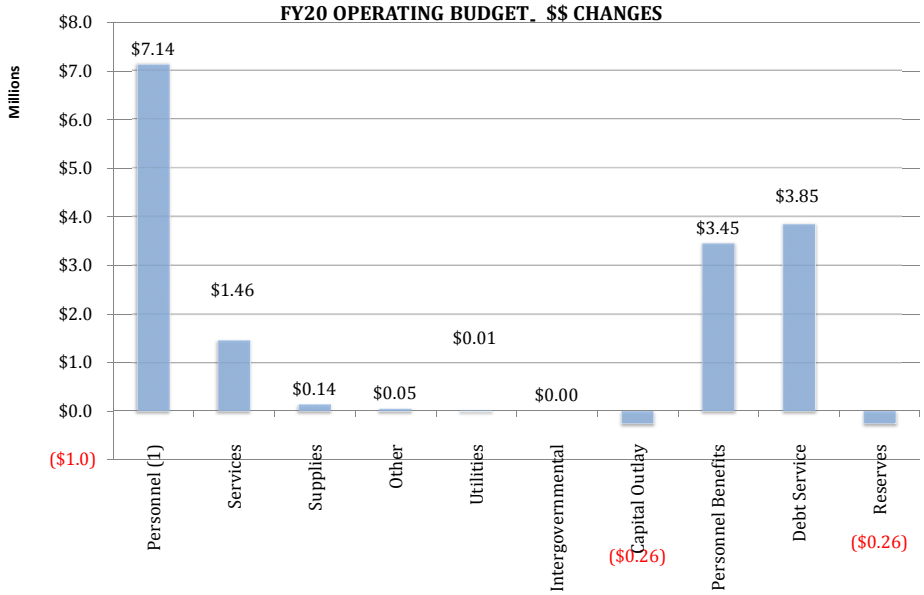
SERVICE PROGRAMS	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 BUDGET	INCREASE/ DECREASE	% INCREASE/ DECREASE
LEISURE SERVICES							
Recreation Department	**1,124,759**	**1,020,333**	**1,027,649**	**1,093,346**	**1,120,983**	**27,637**	**2.5%**
Personnel	810,788	743,010	765,397	831,894	841,770	9,876	1.2%
Services	22,717	23,008	21,394	23,037	23,037	0	0.0%
Supplies	81,169	68,410	84,860	86,480	86,480	0	0.0%
Other	18,557	12,395	11,766	12,400	12,400	0	0.0%
Utilities	157,693	162,136	139,713	135,515	153,276	17,761	13.1%
Capital	33,835	11,373	4,518	4,020	4,020	0	0.0%
Personnel Services Reserve [1]				2,115,693	715,000	(1,400,693)	-66.2%
Collective Bargaining Reserve [2]					2,470,000	2,470,000	
DEPARTMENTAL SUB-TOTAL	**68,442,342**	**71,730,450**	**72,437,441**	**76,244,277**	**78,134,452**	**1,890,174**	**2.5%**
[1] The amounts shown for FY16 - FY18 are $0 because these funds were transferred to departments during the fiscal year.							
[2] FY17 - FY19 is unsettled for Police.							
SCHOOLS [3]	**95,916,093**	**101,118,780**	**105,196,458**	**110,658,255**	**117,235,691**	**6,577,436**	**5.9%**
Personnel	83,392,225	87,187,917	94,182,325	96,504,033	102,240,153	5,736,120	5.9%
Services	8,406,389	9,668,432	7,460,052	9,500,730	10,065,446	564,716	5.9%
Supplies	2,296,414	2,014,848	1,921,108	2,595,361	2,749,627	154,266	5.9%
Other	570,086	830,846	488,537	644,300	682,597	38,297	5.9%
Capital	1,033,123	1,210,889	1,138,213	1,167,615	1,237,017	69,402	5.9%
Reserve [1]	217,856	205,848	6,223	246,216	260,851	14,635	5.9%
NON-DEPARTMENTAL							
Personnel Benefits	**53,243,663**	**54,682,308**	**59,317,285**	**63,046,019**	**66,499,951**	**3,453,932**	**5.5%**
Pensions	18,724,804	19,720,540	21,519,358	23,174,765	24,915,433	1,740,668	7.5%
Group Health	26,701,439	26,821,422	29,055,009	30,746,239	31,712,136	965,897	3.1%
Health Reimbursement Account (HRA)	49,550	0	0	0	0	0	0.0%
Retiree Group Health Trust Fund (OPEB's) [4]	3,499,119	3,774,838	4,480,080	4,570,465	4,781,980	211,515	4.6%
Employee Assistance Program (EAP)	24,900	24,900	22,825	28,000	0	(28,000)	-100.0%
Group Life	132,265	131,381	132,145	145,000	145,000	0	0.0%
Disability Insurance	11,439	11,076	13,436	46,000	46,000	0	0.0%
Workers Comp [4]	1,550,000	1,450,000	1,450,000	1,450,000	2,050,000	600,000	41.4%
Public Safety IOD Medical Expenses [4]	250,000	250,000	200,000	200,000	0	(200,000)	-100.0%
Unemployment Comp [4]	300,000	300,000	200,000	200,000	200,000	0	0.0%
Medical Disabilities	19,534	19,810	15,709	40,000	40,000	0	0.0%
Medicare Payroll Tax	1,980,613	2,178,341	2,228,723	2,445,551	2,609,403	163,852	6.7%
Debt Service	**9,478,591**	**10,255,515**	**12,577,453**	**15,658,637**	**19,508,837**	**3,850,200**	**24.6%**
Principal	7,183,044	7,859,250	9,007,500	10,219,250	11,958,281	1,739,031	17.0%
Interest	2,135,547	2,381,652	3,566,569	5,242,387	7,390,556	2,148,169	41.0%
Bond Anticipation Notes (BANs)	100,000	3,250	0	137,000	100,000	(37,000)	-27.0%
Abatement Interest and Income	60,000	11,363	3,384	60,000	60,000	0	0.0%

[3] The FY20 and FY19 allocations are estimates, as the School budget is voted as a single appropriation by Town Meeting.
[4] The FY16-FY18 Actuals represent amounts transferred into the fund from General Fund revenues, not actual expenditures from the fund.

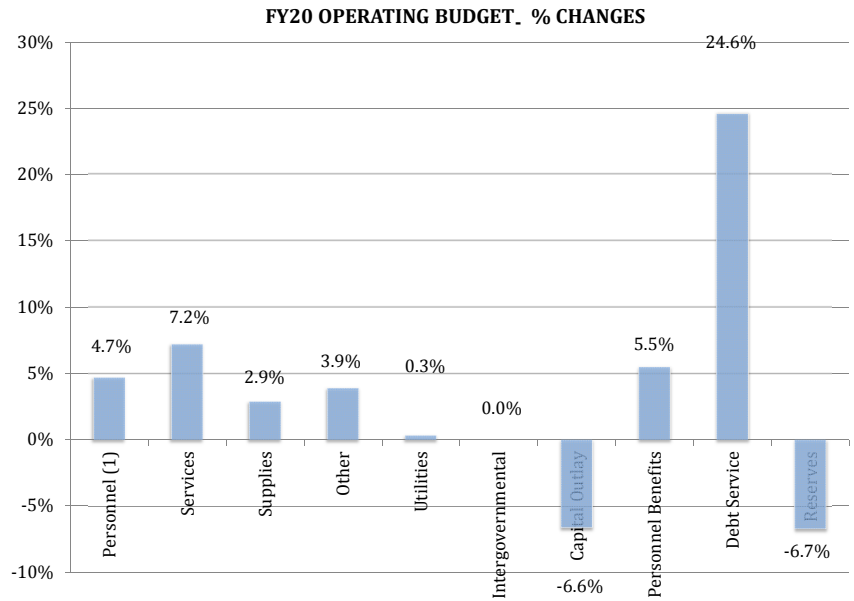
FY2020 RECOMMENDED OPERATING BUDGET SUMMARY

SERVICE PROGRAMS	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 BUDGET	INCREASE/ DECREASE	% INCREASE/ DECREASE
NON-DEPARTMENTAL (con't.)							
Unclassified	**2,959,375**	**4,157,242**	**3,268,816**	**4,286,692**	**4,108,594**	**(178,098)**	**-4.2%**
Reserve Fund [5]	2,200,198	3,348,737	1,939,266	2,547,871	2,689,494	**141,623**	**5.6%**
Liability/Catastrophe Fund	78,969	144,322	203,644	456,762	389,700	**(67,062)**	**-14.7%**
Stabilization Fund	0	0	0	0	0	**0**	**0.0%**
Affordable Housing Trust Fund	163,078	158,539	576,803	545,112	200,000	**(345,112)**	**-63.3%**
General Insurance	332,163	315,959	334,959	420,830	507,952	**87,122**	**20.7%**
Audit & Professional Services	129,632	128,362	123,252	137,000	142,000	**5,000**	**3.6%**
Contingency	13,374	12,524	11,874	15,000	15,000	**0**	**0.0%**
Out of State Travel	1,908	2,039	110	3,000	3,000	**0**	**0.0%**
Printing of Reports / Town Meeting Costs	27,772	34,479	44,567	55,000	55,000	**0**	**0.0%**
MMA Dues	12,281	12,281	12,588	13,222	13,553	**331**	**2.5%**
Vocational Technical	0	0	21,753	92,895	92,895	**0**	**0.0%**
NON-DEPARTMENTAL TOTAL	63,465,863	63,465,863	75,163,554	82,991,348	90,117,382	**7,126,034**	**8.6%**
TOTAL OPERATING BUDGET	**227,824,298**	**236,315,093**	**252,797,453**	**269,893,880**	**285,487,527**	**15,593,646**	**5.8%**

5 The amounts shown for FY16 -FY18 are for information purposes only, as these funds are transferred to departments during the fiscal year and accounted for in their expenditure total.



(1) Includes the Personnel Services Reserve and the Collective Bargaining Reserve



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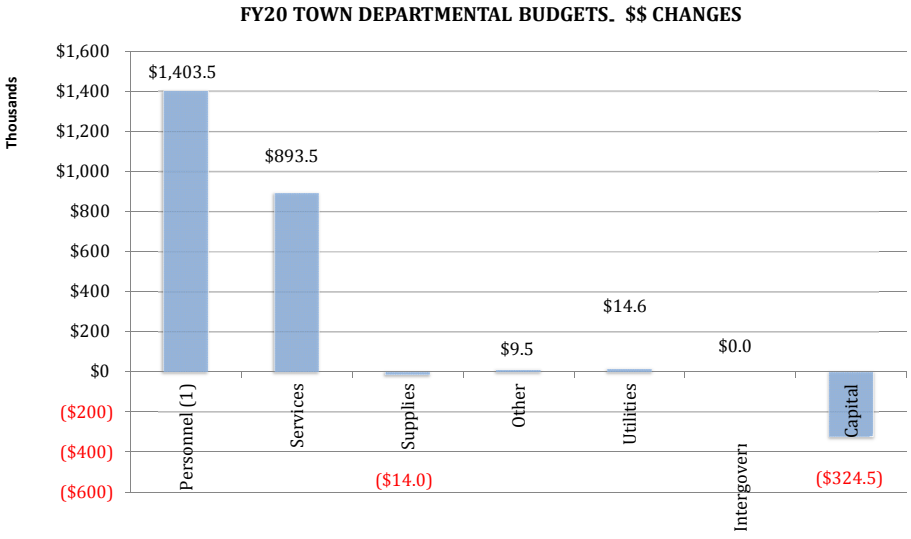

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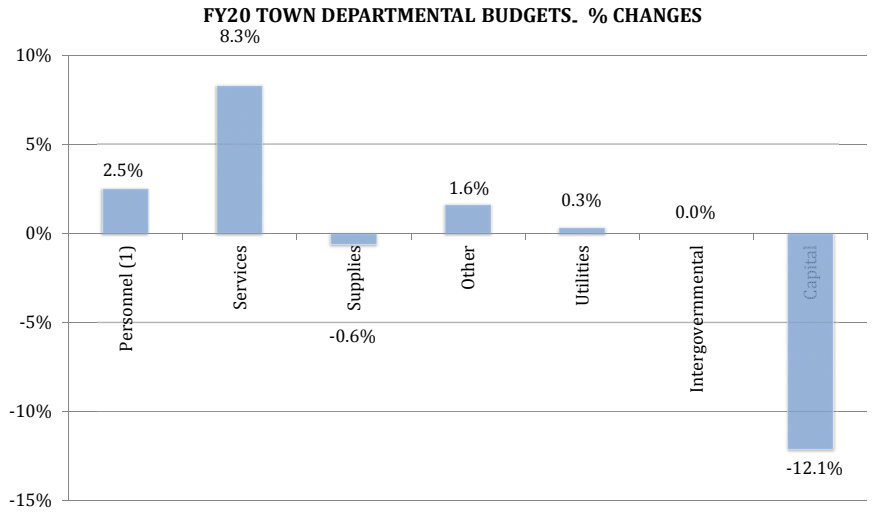


(1) Includes the Personnel Services Reserve and the Collective Bargaining Reserve

SUMMARY OF FY2020 OPERATING BUDGET CHANGES

DEPARTMENT	INCREASE/(DECREASE)		EXPLANATION
Select Board	***5,720*** ***0.8%***		
		5,720	Personnel Fixed Costs
Human Resources Department	***(24,773)*** ***-3.7%***		
		227	Personnel Fixed Costs
		(25,000)	Legal Services
Information Technology Department	***4,005*** ***3.7%***		
		4,005	Personnel Fixed Costs
Finance Department	***60,470*** ***1.8%***		
r	***12,328*** ***1.8%***		
		4,248	Personnel Fixed Costs
Comptrolle		7,900	Computer Software Repair and Maintenance
		180	Capital
	23,887 ***3.3%***		
		1,687	Personnel Fixed Costs
Purchasing		(1,000)	Printing Services
		4,200	Education/Training/Conferences
		19,000	Capital
	562 ***0.1%***		
		462	Personnel Fixed Costs
Assessing		5,000	Software Service Contract
		(4,900)	Appraisal Services

SUMMARY OF FY2020 OPERATING BUDGET CHANGES

DEPARTMENT	INCREASE/(DECREASE)		EXPLANATION
Treasurer	***23,693***		
	1.9%		
		3,793	Personnel Fixed Costs
		14,900	Computer Software Maintenance
		5,000	Credit Card Service Charges
Legal Services	***66,078***		
	6.1%		
		62,813	Personnel Fixed Costs
		1,000	Subscriptions
		1,000	Office Supplies
		1,100	Professional Dues and Membership
		165	Capital
Advisory Committee	***237***		
	0.9%		
		237	Personnel Fixed Costs
Town Clerk	***(129,275)***		
	-16.3%		
		(108,975)	Personnel Fixed Costs
		(15,300)	Professional/Technical Services
		(5,000)	Meals and Receptions
Dept. of Planning & Cmty. Devel.	***26,542***		
	2.3%		
		11,442	Personnel Fixed Costs
		15,000	Advertising
		100	Capital

SUMMARY OF FY2020 OPERATING BUDGET CHANGES

DEPARTMENT	INCREASE/(DECREASE)		EXPLANATION
Police Department	***217,532*** ***1.3%***		
		7,221	Personnel Fixed Costs
		(17,740)	Data Processing Equipment R&M
		85,968	Professional/Technical Services
		(20,000)	Postage
		70,000	Online Transaction Convenience Fees
		(40,000)	Uniforms and Protective Clothing
		17,843	Electricity
		4,632	Natural Gas
		(12,218)	Gasoline
		465	Water and Sewer
		121,361	Capital
Fire Department	***119,579*** ***0.8%***		
		143,699	Personnel Fixed Costs
		(914)	Data Processing Equipment R&M
		(5,700)	Data Processing Software Maintenance
		(1,000)	Public Safety Equipment R&M
		(5,000)	Motor Vehicle Equipment Repair
		100	Other Equipment Rental/Lease
		1,400	Other Rentals/Leases
		10,000	Professional/Technical Services
		1,300	Wireless Communications
		15,000	General Supplies
		(5,000)	Motor Vehicle Supplies
		(12,000)	Public Safety Supplies
		26,464	Uniforms and Protective Clothing
		350	In-State Travel
		(15,000)	Education/Training/Conferences
		15,000	Tuition Reimbursements
		18,861	Electricity
		13,597	Natural Gas
		(1,724)	Gasoline
		(2,354)	Diesel
		(691)	Water and Sewer
		(76,809)	Capital

SUMMARY OF FY2020 OPERATING BUDGET CHANGES

DEPARTMENT	INCREASE/(DECREASE)		EXPLANATION
Building Department	***260,600***		
	3.1%		
		104,118	Personnel Fixed Costs
		(7,375)	Building R&M Town
		186,156	Building R&M Schools
		4,494	Building Cleaning Services
		3,500	Education/Training/Conferences
		1,639	Electricity - Town
		30,012	Electricity - Schools
		4,890	Natural Gas - Town
		(23,765)	Natural Gas - Schools
		(854)	Gasoline - Town
		(854)	Gasoline - Schools
		200	Diesel
		1,726	Water and Sewer - Town
		(31,287)	Water and Sewer - Schools
		(12,000)	Capital
Department of Public Works	***114,608***		
	0.7%		
		55,018	Personnel Fixed Costs
		63,176	Data Storage Services (Parking Meters)
		449,876	Solid Waste Disposal Contract
		8,001	Landscaping Services
		(50,000)	Professional/Technical Services
		16,095	Electricity
		12,859	Natural Gas
		(12,753)	Gasoline
		(8,204)	Diesel
		(34,938)	Water
		(384,522)	Capital

SUMMARY OF FY2020 OPERATING BUDGET CHANGES

DEPARTMENT	INCREASE/(DECREASE)		EXPLANATION
Library	***69,749*** ***1.7%***		
		15,582	Personnel Fixed Costs
		5,863	Office Equipment R&M
		13,051	Data Processing Software Maintenance
		(4,646)	Telecomm
		4,646	Wireless Communications
		2,992	Cataloging Services
		5,539	Office Supplies
		(3,608)	Electricity
		5,000	Natural Gas
		25,330	Capital
Health Department	***(6,332)*** ***-0.5%***		
		4,770	Personnel Fixed Costs
		3,541	Mental Health
		834	Electricity
		1,727	Natural Gas
		(66)	Gasoline
		197	Water and Sewer
		(17,335)	Capital
Veterans' Services	***207*** ***0.1%***		
		207	Personnel Fixed Costs
Council on Aging	***3,792*** ***0.4%***		
		4,187	Personnel Fixed Costs
		(1,970)	Electricity
		1,375	Natural Gas
		200	Water
Dept. of Diversity, Inclusion and Community Relations	***4,494*** ***1.7%***		
		3,894	Personnel Fixed Costs
		600	Wireless Communication

SUMMARY OF FY2020 OPERATING BUDGET CHANGES

DEPARTMENT	INCREASE/(DECREASE)		EXPLANATION
Recreation Department	***27,638*** ***2.5%***		
		9,876	Personnel Fixed Costs
		14,487	Electricity
		7,380	Natural Gas
		(558)	Gasoline
		(48)	Diesel
		(3,500)	Water
Schools	***6,577,436*** ***5.9%***		
		6,577,436	School Budget
Personnel Benefits	***3,453,932*** ***5.5%***		
		1,740,668	Pensions
		965,897	Group Health Insurance
		211,515	Retiree Group Health Trust Fund (OPEB's)
		(28,000)	EAP
		600,000	Workers Comp
		(200,000)	Public Safety IOD Medical Expenses
		163,852	Medicare Payroll Tax
Debt and Interest	***3,850,200*** ***24.6%***		
		1,739,031	Principal
		2,148,169	Interest
		(37,000)	BAN's

SUMMARY OF FY2020 OPERATING BUDGET CHANGES

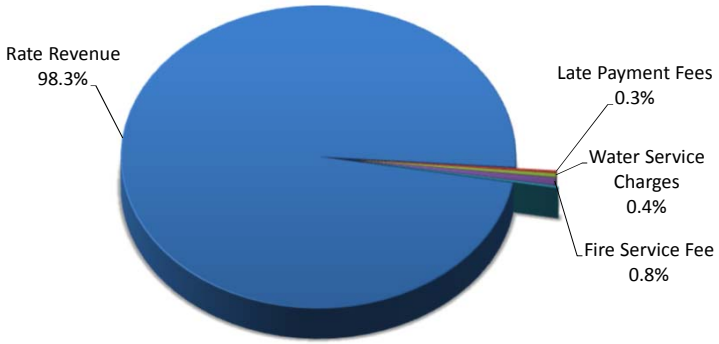
DEPARTMENT	INCREASE/(DECREASE)		EXPLANATION
Unclassified	***(178,097)***		
	-4.2%		
		141,623	Reserve Fund
		(67,062)	Liability/Catastrophe Fund
		(345,112)	Affordable Housing Trust Fund
		87,122	General Insurance
		5,000	Audit & Professional Services
		331	MMA Dues
Personnel Reserves	***1,069,307***		
		(1,400,693)	Personnel Services Reserve
		2,470,000	Collective Bargaining Reserve
OPERATING BUDGET GRAND TOTAL		**15,593,649**	
		5.8%	

FY2020 RECOMMENDED WATER & SEWER ENTERPRISE FUND SUMMARY

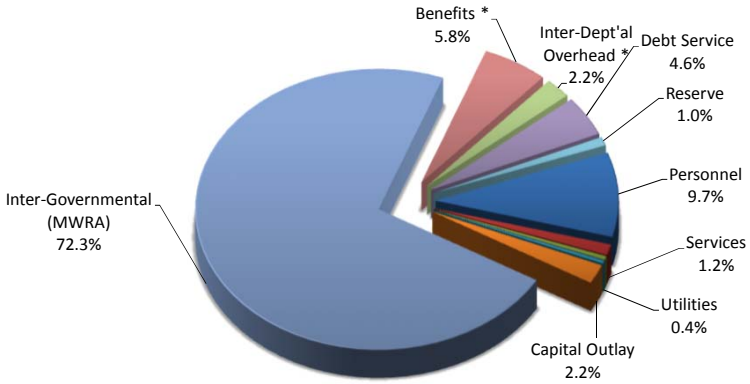
	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 BUDGET	INCREASE/DECREASE $	INCREASE/DECREASE %
REVENUE							
Rate Revenue	27,082,847	28,975,487	26,541,900	27,661,809	28,086,975	**425,166**	**1.5%**
Late Payment Fees	107,198	101,805	92,494	80,000	80,000	**0**	**0.0%**
Water Service Charges	197,937	233,016	183,437	115,500	115,500	**0**	**0.0%**
Fire Service Fee	233,941	251,148	235,129	225,000	225,000	**0**	**0.0%**
Other	112,965	28,563	23,741	472,000	57,000	**(415,000)**	**-87.9%**
TOTAL REVENUE	**27,734,888**	**29,590,019**	**27,076,701**	**28,554,309**	**28,564,475**	**10,166**	**0.0%**
EXPENDITURES							
Personnel	2,248,600	2,350,819	2,431,739	2,721,180	2,776,505	**55,325**	**2.0%**
Services	345,331	276,490	302,456	353,798	353,798	**0**	**0.0%**
Supplies	136,604	119,521	150,007	123,020	123,020	**0**	**0.0%**
Other	18,666	22,268	24,603	10,580	10,580	**0**	**0.0%**
Utilities	99,289	83,685	100,129	101,865	102,061	**196**	**0.2%**
Capital Outlay	489,494	942,492	860,199	1,060,800	630,330	**(430,470)**	**-40.6%**
Inter-Governmental (MWRA)	19,586,057	19,957,951	19,802,634	19,936,229	20,653,997	**717,768**	**3.6%**
Benefits *	1,377,900	1,437,480	1,614,135	1,681,148	1,660,325	**(20,823)**	**-1.2%**
Inter-Departmental Overhead *	610,829	619,590	619,590	632,969	657,695	**24,726**	**3.9%**
Debt Service	2,377,747	2,180,990	1,999,015	1,633,460	1,313,347	**(320,113)**	**-19.6%**
Reserve	0	0	0	299,260	282,817	**(16,443)**	**-5.5%**
TOTAL EXPENDITURE	**27,290,517**	**27,991,287**	**27,904,507**	**28,554,309**	**28,564,475**	**10,166**	**0.0%**
BALANCE				**0**	**0**	**0**	

* These comprise the Intra-Governmental Expense, which is the reimbursement to the General Fund. These amounts are accounted for in the General Fund under the "Other Available Funds" category.

FY2020 WATER & SEWER ENTERPRISE FUND - REVENUES



FY2020 WATER & SEWER ENTERPRISE FUND - EXPENDITURES



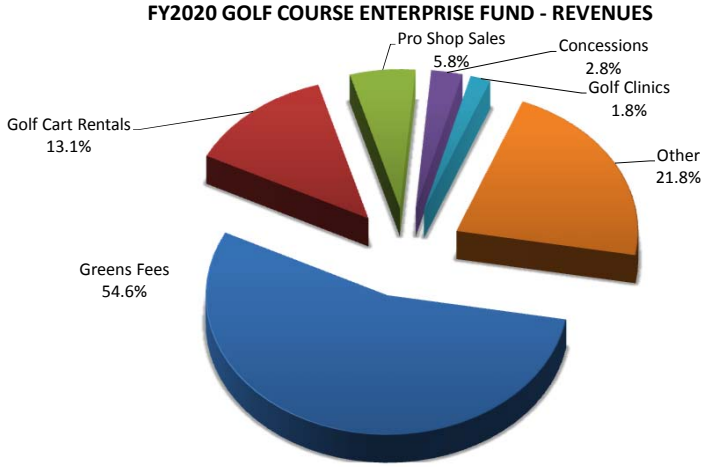
SUMMARY OF FY2020 WATER & SEWER ENTERPRISE FUND CHANGES

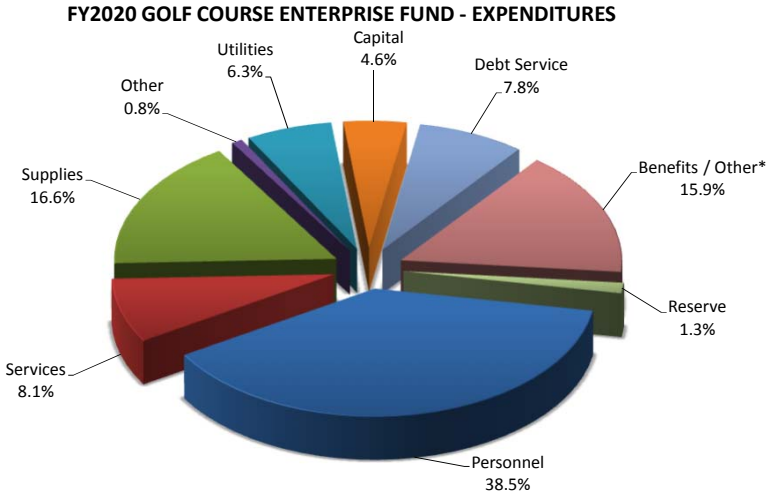
DEPARTMENT	INCREASE/(DECREASE)	EXPLANATION
Water and Sewer Enterprise Fund	***10,166*** ***0.0%***	
	2,664	Personnel Fixed Costs
	52,662	Collective Bargaining
	196	Electricity
	11,000	Trucks
	230	Leased Equipment
	13,300	Lease/Purchase Equipment
	(40,000)	Maintenance Equipment
	(150,000)	Netherlands Road Improvements
	(265,000)	Water Meter MTU Replacement
	266,329	MWRA Water
	451,439	MWRA Sewer
	3,903	Reimbursement to the General Fund
	(320,113)	Debt Service
	(16,443)	Reserve
WATER & SEWER ENTERPRISE FUND TOTAL	**10,166** **0.0%**	

FY2020 RECOMMENDED GOLF COURSE ENTERPRISE FUND SUMMARY

	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 BUDGET	INCREASE/DECREASE $	INCREASE/DECREASE %
REVENUE							
Greens Fees	884,941	883,501	941,043	997,000	1,029,787	**32,787**	**3.3%**
Golf Cart Rentals	200,331	199,738	225,082	238,000	247,000	**9,000**	**3.8%**
Pro Shop Sales	73,945	96,204	86,244	105,000	110,000	**5,000**	**4.8%**
Concessions	46,353	47,271	49,974	48,700	52,659	**3,959**	**8.1%**
Golf Clinics	28,421	30,868	29,930	26,000	34,000	**8,000**	**30.8%**
Other	42,690	203,119	236,278	358,000	411,000	**53,000**	**14.8%**
TOTAL REVENUE	**1,276,681**	**1,460,701**	**1,568,551**	**1,772,700**	**1,884,446**	**111,746**	**6.3%**
EXPENDITURES							
Personnel	463,530	479,848	506,657	628,510	726,448	**97,938**	**15.6%**
Services	121,872	123,955	175,921	140,271	153,071	**12,800**	**9.1%**
Supplies	159,125	237,525	313,187	326,986	313,700	**(13,286)**	**-4.1%**
Other	5,907	7,456	6,506	10,300	14,700	**4,400**	**42.7%**
Utilities	78,163	74,592	91,513	117,923	117,923	**0**	**0.0%**
Capital Outlay	362,470	70,807	71,765	168,169	86,420	**(81,749)**	**-48.6%**
Debt Service	191,355	183,475	159,421	140,888	147,501	**6,613**	**4.7%**
Benefits / Other*	177,791	182,097	179,991	207,013	299,683	**92,670**	**44.8%**
Town Fee (Transfer to Town for general use) *	0	0	0	0	0	**0**	**0%**
Reserve	0	0	0	32,641	25,000	**(7,641)**	**-23.4%**
TOTAL EXPENDITURE	**1,560,213**	**1,359,755**	**1,504,961**	**1,772,700**	**1,884,446**	**111,746**	**6.3%**
BALANCE				**0**	**0**	**0**	

* These comprise the Intra-Governmental Expense, which is the reimbursement to the General Fund. These amounts are accounted for in the General Fund under the "Other Available Funds" category.





SUMMARY OF FY2020 GOLF COURSE ENTERPRISE FUND CHANGES

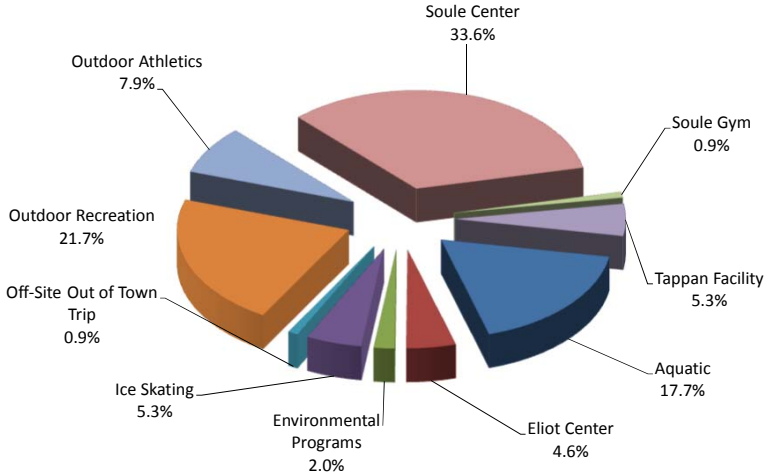
DEPARTMENT	INCREASE/(DECREASE)	EXPLANATION
Golf Enterprise Fund	***111,746*** ***6.3%***	
	83,807	Personnel Fixed Costs
	14,131	Collective Bargaining
	10,000	Landscaping Services
	2,800	General Consulting
	1,514	Pro Shop Supplies
	2,000	Custodial Supplies
	(16,800)	Recreation Supplies
	3,000	Education/Training/Conferences
	1,400	Professional Dues/Memberships
	(81,749)	Golf Course Improvements
	92,670	Reimbursement to General Fund
	6,613	Debt Service
	(7,641)	Reserve
GOLF COURSE ENTERPRISE FUND TOTAL	**111,746** **6.3%**	

FY2020 RECOMMENDED RECREATION REVOLVING FUND SUMMARY

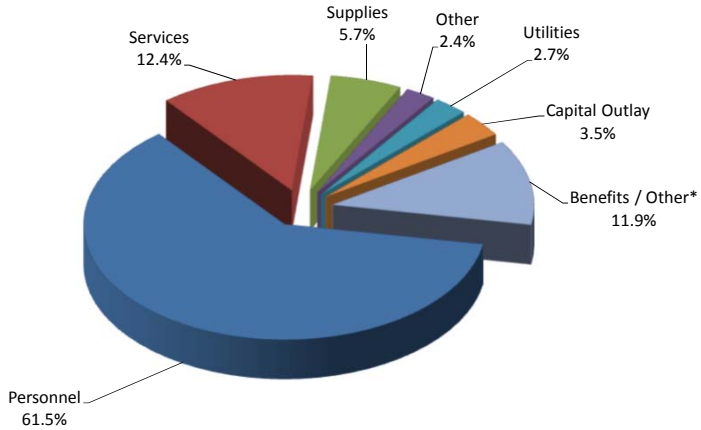
	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 BUDGET	INCREASE/DECREASE $	INCREASE/DECREASE %
REVENUE							
Aquatic	561,411	573,878	699,375	633,434	683,834	**50,400**	**8.0%**
Eliot Center	133,225	143,890	174,776	159,383	179,383	**20,000**	**12.5%**
Environmental Programs	55,011	76,198	78,934	77,225	75,965	**(1,260)**	**-1.6%**
Ice Skating	172,773	179,364	152,715	194,197	203,197	**9,000**	**4.6%**
Off-Site Out of Town Trip	42,061	40,335	39,698	39,955	36,600	**(3,355)**	**-8.4%**
Outdoor Recreation	599,929	666,156	681,276	706,395	837,377	**130,982**	**18.5%**
Outdoor Athletics	303,405	278,410	296,524	305,502	306,364	**862**	**0.3%**
Soule Center	798,154	895,894	988,379	945,963	1,299,296	**353,333**	**37.4%**
Soule Gym	40,535	42,830	36,699	39,197	36,165	**(3,032)**	**-7.7%**
Tappan Facility	173,169	190,798	193,159	198,749	203,662	**4,913**	**2.5%**
Misc Revenue	(25,391)	(82,472)	(75,750)	0	110,000	**110,000**	**-**
TOTAL REVENUE	**2,854,282**	**3,005,280**	**3,265,785**	**3,300,000**	**3,971,843**	**671,843**	**20.4%**
EXPENDITURES							
Personnel	1,664,017	1,693,960	1,799,338	2,100,436	2,441,111	**340,674**	**16.2%**
Services	317,604	348,432	385,832	435,167	493,626	**58,459**	**13.4%**
Supplies	164,572	166,286	169,316	225,368	227,101	**1,733**	**0.8%**
Other	40,942	50,702	55,975	84,058	93,824	**9,766**	**11.6%**
Utilities	101,163	99,144	108,259	93,741	106,974	**13,233**	**14.1%**
Capital Outlay	39,564	33,979	58,196	9,680	138,180	**128,500**	**1327.5%**
Benefits / Other*	354,124	375,900	379,730	351,549	471,027	**119,479**	**34.0%**
TOTAL EXPENDITURE	**2,681,987**	**2,768,402**	**2,956,646**	**3,300,000**	**3,971,843**	**671,843**	**20.4%**
BALANCE				**0**	**0**	**0**	

* This is the Intra-Governmental Expense, which is the reimbursement to the General Fund. It is accounted for in the General Fund under the "Other Available Funds" category.

FY2020 RECREATION REVOLVING FUND - REVENUES



FY2020 RECREATION REVOLVING FUND - EXPENDITURES



SUMMARY OF FY2020 RECREATION REVOLVING FUND CHANGES

DEPARTMENT	INCREASE/(DECREASE)	EXPLANATION
Recreation Revolving Fund	***671,843*** ***9.7%***	
	293,290	Personnel Fixed Costs
	47,384	Collective Bargaining
	5,000	Building Maintenance
	9,000	Skating Rink Repair and Maintenance
	419	Copier Equipment Rental/Lease
	15,500	Software Service Contract
	6,770	Transportation Rentals/Leases
	3,453	Other Rentals / Leases
	1,200	Building Cleaning Service
	500	General Consulting Service
	3,120	Professional/Technical Service
	12,003	Field Trips
	(1,800)	Wireless Communications
	3,734	Printing
	(7,540)	Recreation Services
	580	Athletic Event Officials
	3,920	Entertainers/Lecturers
	2,000	Credit Card Service Charges
	500	Licenses
	100	Subscriptions
	482	Special Program Supplies
	3,151	Meals and Receptions
	(1,500)	Food Service Supplies
	530	Medical Supplies
	(930)	Recreation Supplies
	6,866	Education/Training/Conferences
	250	Hotel
	250	Airfare
	2,400	Professional Dues and Membership
	8,859	Electricity
	3,724	Natural Gas
	200	Propane
	450	Water/Sewer
	128,500	Capital
	119,479	Reimbursement to General Fund
RECREATION REVOLVING FUND TOTAL	**671,843** **20.4%**	

TOWN OF BROOKLINE FY2020 PROGRAM BUDGET	CAPITAL OUTLAY SUMMARY

PROGRAM	ITEM REQUESTED	AMOUNT
Select Board	8 Leased PC's / 2 Laptops	2,205
	Select Board Total	**2,205**
Human Resources Department	7 Leased PC's	1,640
	Human Resources Department Total	**1,640**
Information Technology Department	18 Leased PC's / Laptops	5,100
	Data Processing Equipment	13,000
	Leased Data Storage Equipment	50,000
	Leased Network Equipment and Software	200,000
	Information Technology Department Total	268,100
Finance Department		
Comptroller	10 Leased PC's	1,450
Purchasing	4 Leased PC's / 1 Laptop	1,100
	2 Vehicles	36,000
Assessors	12 Leased PC's	2,100
Treasurer	12 Leased PC's	2,600
	Finance Department Total	**43,250**
Legal Services	7 Leased PC's / 2 Laptops	1,865
	Legal Services Total	**1,865**
Advisory Committee	1 Leased PC	295
	Advisory Committee Total	**295**
Town Clerk	6 Leased PC's	1,280
	Town Clerk Total	**1,280**
Planning and Community Development	18 Leased PC's	4,100
	Planning and Community Development Dept. Total	**4,100**
Police Department	11 Vehicles	499,722
	26 Leased Rugged In-Car Laptops	36,144
	46 Leased PC's	20,303
	Police Department Total	**560,269**
Fire Department	29 Leased PC's / 2 Leased Laptops	6,876
	10 Rugged In-Apparatus Laptops	21,000
	Personal Protective Equipment	49,576
	Active Shooter Hostile Event Response Tactical Equipment	48,000
	Self-Contained Breathing Apparatus Cylinders	77,000
	Durable Firefighting Equipment	25,000
	1 Ford Explorer	43,210
	Fire Department Total	**270,662**

PROGRAM	ITEM REQUESTED	AMOUNT
Building Department	19 Leased PC's	3,870
	2 Vans	56,000
	EMS Server/Software Upgrade	10,000
	Vertical Lift	7,500
	Thermal Imaging Camera	6,000
	Building Department Total	**83,370**
Department of Public Works		
Administration	57 Leased PC's	17,955
	Sub-Total Administration	17,955
Engineering/Transportation	Mid-Size Cargo Van w/ Cabinets	27,500
	Sub-Total Engineering / Transportation	27,500
Sanitation	Solid Waste Toter lease (Third year of a four-year lease)	61,500
	11 CY Rubbish Packer (Third year of a three-year lease)	53,795
	Roll Off Body Containers Replacement	21,500
	Sub-Total Sanitation	136,795
Highway	Liquid Brine & Sander Combo (Second year of a three-year lease)	32,617
	Street Sweeper (Third year of a three-year-lease)	66,650
	Trackless Municipal Tractor (Second year of a three-year lease)	147,900
	Street Sweeper (First year of a four-year-lease)	54,532
	Backhoe/Loader (First year of a three-year lease)	40,822
	Mini Rubber Track Excavator (First year of a three-year lease)	32,658
	4WD Pickup Truck w/Plow	43,042
	1 Ton Dump Truck w/ Plow	58,035
	4WD Cab & Chassis w/ Utility Body & Plow	43,500
	Cab & Chassis Refurbishment	12,000
	Sub-Total Highway	531,756
Parks and Open Space	Toro Groundsman Mower (Second year of a three-year lease)	29,183
	Backhoe/Loader (Third year of a three-year lease)	34,800
	9CY Rubbish Packer (Third year of a three-year lease)	39,500
	4WD Pickup Truck w/ Plow	39,217
	4WD Pickup Truck w/ Plow	40,217
	1 Ton Crew Cab Dump Truck w/ Plow	61,042
	1 Ton Dumptruck w/ Plow	58,535
	Replacement of Various Power Equipment	15,000
	(2) Walker Stander 48" Mowers	30,000
	Sub-Total Parks and Open Space	347,494
	Department of Public Works Total	**1,061,500**

TOWN OF BROOKLINE FY2020 PROGRAM BUDGET	CAPITAL OUTLAY SUMMARY

PROGRAM	ITEM REQUESTED	AMOUNT
Library	71 Leased PC's / 14 Laptops / 1 Tablet	18,124
	Leased Network Equipment & Software	25,000
	Library Total	**43,124**
Health & Human Svcs Department	18 Leased PC's	4,185
	Health Department Total	**4,185**
Veterans' Services	2 Leased PC's	510
	Veterans' Services Total	**510**
Council on Aging	27 Leased PC's	5,700
	Council on Aging Total	**5,700**
Diversity, Inclusion & Comm. Relations	3 Leased PC	875
	Diversity, Inclusion & Comm. Relations Total	**875**
Recreation Department	14 Leased PC's / Laptops	4,020
	Recreation Department Total	**4,020**
	TOTAL GENERAL FUND	**2,356,950**

PROGRAM	ITEM REQUESTED	AMOUNT
	ENTERPRISE FUNDS	
Water	10 Leased PC's	2,530
	Ford Transit Connect Service Van	19,000
	4WD - 1 Ton Pickup Truck w/ Plow & Sander	48,000
	Chevrolet C4500 Chassis w/ Service Body	93,000
	Construction Materials for Water Distribution System Maintenance	75,000
	Water Meter Replacements	40,000
	Sub-Total Water Enterprise	277,530
Sewer	58,000 GVW Cab and Chassis (Third year of three-year lease)	135,000
	4WD Backhoe (Third year of three-year-lease)	40,000
	Hi-Top CCTV Service Van (Second year of a three-year lease)	57,800
	Mack 65,000 Catch Basin Cleaner (First year of a three-year lease)	80,000
	Construction Materials for Sewer & Drain System Maintenance	25,000
	Maintenance Equipment for Vehicles	15,000
	Sub-Total Sewer Enterprise	352,800
	Water and Sewer Enterprise Fund Total	**630,330**
Golf Course	2 Leased PCs	3,050
	Landscaping Equipment (leased)	83,370
	Golf Course Enterprise Fund Total	**86,420**
	TOTAL ENTERPRISE FUNDS	**716,750**
	RECREATION REVOLVING FUND	
Recreation Revolving Fund	20 Leased PC's / Laptops	6,680
	Automobiles	110,000
	Furniture	21,500
	Recreation Revolving Fund Total	**138,180**
	TOTAL REVOLVING FUNDS	**138,180**

TOWN OF BROOKLINE FY2020 PROGRAM BUDGET	FULL-TIME EQUIVALENT (FTE) POSITIONS FUNDED					
GENERAL FUND	**FY15**	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**
Select Board	**6.48**	**6.48**	**6.48**	**6.48**	**6.48**	**6.48**
Human Resources	**5.00**	**5.98**	**5.78**	**5.78**	**5.78**	**5.78**
Information Technology	**11.40**	**12.40**	**12.40**	**12.40**	**12.40**	**12.40**
Finance	**29.04**	**29.16**	**30.22**	**30.22**	**31.22**	**31.22**
Comptroller	*5.00*	*5.00*	*5.00*	*5.00*	*6.00*	*6.00*
Purchasing	*5.93*	*5.93*	*5.93*	*5.93*	*5.93*	*5.93*
Assessor	*7.80*	*7.80*	*8.29*	*8.29*	*8.29*	*8.29*
Treasurer/ Collector	*10.31*	*10.43*	*11.00*	*11.00*	*11.00*	*11.00*
Legal Services	**6.53**	**6.53**	**6.53**	**6.53**	**7.03**	**7.71**
Advisory Committee	**0.40**	**0.40**	**0.40**	**0.40**	**0.40**	**0.40**
Town Clerk	**6.00**	**5.50**	**5.50**	**5.50**	**5.50**	**5.50**
Planning and Community Development	**12.60**	**12.80**	**12.80**	**11.80**	**13.00**	**13.00**
Police	**178.30**	**178.30**	**179.30**	**180.30**	**180.80**	**180.80**
Fire	**161.00**	**161.00**	**161.00**	**160.00**	**160.00**	**160.00**
Building	**33.42**	**35.42**	**35.90**	**36.90**	**36.61**	**37.61**
Public Works	**133.08**	**133.08**	**133.38**	**130.38**	**130.38**	**130.38**
Administration	*8.00*	*8.00*	*8.00*	*8.00*	*8.00*	*8.00*
Engineering/Transportation	*14.00*	*14.00*	*14.00*	*14.00*	*14.00*	*14.00*
Highway	*52.00*	*52.00*	*52.00*	*52.00*	*51.00*	*51.00*
Sanitation	*17.07*	*17.07*	*17.07*	*14.07*	*15.07*	*15.07*
Parks and Open Space	*42.01*	*42.01*	*42.31*	*42.31*	*42.31*	*42.31*
Library	**51.75**	**51.75**	**51.75**	**51.75**	**52.84**	**52.84**
Health & Human Services	**14.62**	**12.62**	**12.62**	**12.62**	**12.62**	**12.62**
Veterans' Services	**2.00**	**2.00**	**2.00**	**2.00**	**2.00**	**2.00**
Council on Aging	**12.77**	**12.87**	**13.91**	**13.91**	**13.91**	**13.91**
Diversity, Inclusion and Cmty Relations [1]	**0.00**	**2.72**	**2.72**	**2.72**	**2.72**	**2.72**
Recreation	**12.00**	**11.00**	**11.00**	**11.00**	**12.00**	**12.00**
GENERAL FUND TOTAL	**676.39**	**680.01**	**683.69**	**680.69**	**685.69**	**687.37**

* In FY11-FY13, this was the Human Relations/Youth Resources Commission. In FY14, FTEs were accounted for in the Dept. of Health and Human Services.

FULL-TIME EQUIVALENT (FTE) POSITIONS FUNDED

NON-GENERAL FUND	FY15	FY16	FY17	FY18	FY19	FY20
Water & Sewer Enterprise Fund	**41.50**	**41.50**	**41.50**	**41.50**	**41.50**	**41.50**
Water	*36.50*	*36.50*	*36.50*	*36.50*	*36.50*	*36.50*
Sewer	*5.00*	*5.00*	*5.00*	*5.00*	*5.00*	*5.00*
Recreation Revolving Fund	**15.33**	**15.75**	**15.75**	**14.75**	**16.50**	**19.50**
Golf Enterprise Fund	**3.00**	**3.00**	**3.00**	**3.00**	**4.00**	**5.00**
Community Development Block Grant	**2.40**	**2.89**	**2.89**	**5.10**	**5.10**	**5.10**
Handicapped Parking Fines Fund	**0.32**	**0.32**	**0.32**	**0.32**	**0.32**	**0.32**
Grants / Gifts	**10.16**	**10.16**	**9.16**	**10.12**	**10.40**	**10.40**
Police	*1.00*	*1.00*	*0.00*	*0.00*	*0.00*	*0.00*
Health Department	*6.42*	*6.42*	*6.42*	*6.42*	*6.70*	*6.70*
Council on Aging	*2.74*	*2.74*	*2.74*	*3.70*	*3.70*	*3.70*
NON-GENERAL FUND TOTAL	**72.71**	**73.62**	**72.62**	**74.79**	**77.82**	**81.82**
ALL TOWN FUNDS TOTAL	**749.10**	**753.63**	**756.31**	**755.48**	**763.51**	**769.19**

SCHOOL DEPARTMENT						
General Fund	**1,061.54**	**1,163.72**	**1,211.34**	**1,245.02**	**1,244.19**	**1,313.71**
Grant / Revolving Funds	**154.79**	**161.37**	**158.28**	**154.27**	**155.08**	**156.72**
SCHOOL DEPARTMENT TOTAL	**1,216.33**	**1,325.09**	**1,369.62**	**1,399.29**	**1,399.27**	**1,470.43**
ALL FUNDS TOTAL	**1,965.43**	**2,078.72**	**2,125.93**	**2,154.77**	**2,162.78**	**2,239.62**

TOWN OF BROOKLINE FY2020 FINANCING PLAN	REVENUE GROUP: Overall Summary SUB-GROUP: Overall Summary

OVERALL SUMMARY

Municipal revenues consist of five primary sources: Property Taxes, State Aid, Local Receipts (excise taxes, fees, fines, etc.), Free Cash, and Enterprise / Revolving Funds. In Brookline, there are four primary funds that support operations: General Fund, Water and Sewer Enterprise Fund, Golf Course Enterprise Fund, and Recreation Revolving Fund. The General Fund is the largest, totaling $304 million, or 91% of total Financial Plan revenues. Total Financial Plan revenue is $335.3 million, which represents an increase of $14.8 million, or 4.6%. FY20 General Fund revenues are projected to increase by $14.2 million (4.9%) from the FY19 budgeted amounts. Operating Revenue, which is basically General Fund revenue less one-time revenues that support the Capital Improvement Program (CIP), increases $12.7 million, or 4.6%. The below left table summarizes the General Fund changes while the below right table shows the calculation of Operating Revenue.

SOURCE	$ CHANGE (Millions)	% CHANGE
Property Taxes	$15.01	6.7%
Capital Project Surplus	$0.00	-
State Aid	$0.20	0.9%
Motor Vehicle Excise	$0.12	2.0%
Local Option Taxes	$0.11	3.7%
Building Permits	$0.03	1.0%
"Free Cash"	$0.56	6.6%
All Others	($1.77)	
TOTAL	**$14.25**	**4.9%**

	FY19	FY20	$ Change	% Change
Total General Fund Revenue	289,770,790	304,020,293	14,249,503	4.9%
Less:				
SBA Reimbursements	556,757	434,662	(122,095)	-21.9%
Debt Exclusions	3,408,089	6,380,745	2,972,656	87.2%
Free Cash	8,516,286	9,081,257	564,971	6.6%
Add'l Revenue for CIP	1,900,000	0	(1,900,000)	-100.0%
Parking Meter Funds for CIP	1,900,000	0	(1,900,000)	-100.0%
Capital Project Surplus	0	0	0	-
OPERATING REVENUE	**275,389,658**	**288,123,629**	**12,733,970**	**4.6%**

It should be noted that the State Aid figures used in this Financial Plan are based on the Governor's FY2020 budget proposal which was submitted on January 23rd. For Brookline, the Governor's proposal results in a total State Aid increase of $195,067. Since both the House and Senate need to offer their own versions of a FY2020 State budget, it is likely that final State Aid figures will be different by the time a final FY2020 State budget is approved.

A detailed description and analysis of the FY2020 revenue items and related changes are found within the pages that follow.

REVENUE SOURCE	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2019 ESTIMATE	FY2020 BUDGET	BUDGET INCREASE $$	BUDGET INCREASE %
Property Taxes *	204,064,199	211,374,488	224,490,479	224,490,479	239,499,109	15,008,630	6.7%
Local Receipts	28,648,804	36,277,400	29,778,588	30,712,978	29,943,370	164,783	0.6%
State Aid	19,658,441	20,352,973	22,112,759	22,112,759	22,307,826	195,067	0.9%
Free Cash	5,311,538	8,354,017	8,516,286	8,516,286	9,081,257	564,971	6.6%
Other Available Funds	7,840,067	3,050,446	4,872,678	4,872,678	3,188,731	(1,683,948)	-34.6%
General Fund Revenues	**265,523,049**	**279,409,325**	**289,770,790**	**290,705,180**	**304,020,293**	**14,249,503**	**4.9%**
Water/Sewer Enterprise **	27,532,949	24,842,976	26,240,192	26,240,192	26,246,455	6,262	0.0%
Golf Enterprise**	1,278,603	1,388,559	1,565,687	1,565,687	1,584,763	19,076	1.2%
Recreation Revolving Fund **	2,629,380	2,890,095	2,948,451	3,058,866	3,500,816	552,365	18.7%
Total Financial Plan Revenues	**296,963,981**	**308,530,954**	**320,525,121**	**321,569,926**	**335,352,327**	**14,827,206**	**4.6%**

* The figures provided for the FY17 and FY18 Property Tax Actuals represent the total levy, not actual collections.
** These figures are net of reimbursements to the General Fund, as those amounts are accounted for in the "Other Available Funds" category.

TOWN OF BROOKLINE FY2020 FINANCING PLAN	REVENUE GROUP: Overall Summary

DETAILED REVENUE SUMMARY

GENERAL FUND	FY17 ACTUAL	FY18 ACTUAL	FY19 BUDGET	FY20 BUDGET	FY20 vs FY19 $$	FY20 vs FY19 %
Property Taxes *	**204,064,199**	**211,374,488**	**224,490,479**	**239,499,109**	**15,008,630**	**6.7%**
Local Receipts	**28,648,804**	**36,277,400**	**29,778,588**	**29,943,370**	**164,783**	**0.6%**
Motor Vehicle Excise (MVE)	6,211,079	6,544,129	6,022,200	6,142,644	120,444	2.0%
Local Option Taxes	2,904,370	3,310,839	2,972,410	3,081,858	109,448	3.7%
Licenses & Permits	1,191,181	1,073,646	1,165,775	1,170,775	5,000	0.4%
Parking / Court Fines	3,861,631	3,387,216	3,500,000	3,400,000	(100,000)	-2.9%
General Government	6,481,436	8,253,832	3,886,621	3,765,871	(120,750)	-3.1%
Interest Income	940,709	1,274,256	951,197	974,977	23,780	2.5%
PILOTs	1,407,085	1,090,649	983,636	1,010,509	26,873	2.7%
Refuse Fee	2,670,948	3,029,024	2,800,000	2,850,000	50,000	1.8%
Departmental & Other	2,980,364	8,313,809	7,496,749	7,546,736	49,987	0.7%
State Aid	**19,705,394**	**20,569,202**	**22,112,759**	**22,307,826**	**195,067**	**0.9%**
General Government Aid	6,216,528	6,652,829	6,645,199	6,825,378	180,179	2.7%
School Aid	12,803,192	13,232,356	14,781,524	14,931,341	149,817	1.0%
School Construction Aid	556,757	556,757	556,757	434,662	(122,095)	-21.9%
Tax Abatement Aid	39,720	40,277	40,779	29,174	(11,605)	-28.5%
Offset Aid	89,197	86,983	88,500	87,271	(1,229)	-1.4%
Other Available Funds	**7,840,067**	**3,050,446**	**4,872,678**	**3,188,731**	**(1,683,948)**	**-34.6%**
Parking Meter Receipts	5,150,000	161,040	1,900,000	0	(1,900,000)	-100.0%
Walnut Hill Cemetery Fund	75,000	100,000	100,000	100,000	0	0.0%
State Aid for Libraries	0	0	0	0	0	0.0%
Golf Enterprise Fund Reimb.	182,098	179,991	207,013	299,683	92,670	44.8%
Recreation Revolving Fund Reimb.	375,900	375,690	351,549	471,027	119,478	34.0%
Water and Sewer Enterprise Fund Reimb.	2,057,070	2,233,725	2,314,117	2,318,021	3,904	0.2%
Tax Abatement Reserve Surplus	0	0	0	0	0	0.0%
Capital Project Surplus	0	0	0	0	0	0.0%
Sale of Town-owned Land	0	0	0	0	0	0.0%
Free Cash	**5,311,538**	**8,354,017**	**8,516,286**	**9,081,257**	**564,971**	**6.6%**
Capital Improvements	4,421,493	6,058,567	5,977,194	6,719,184	741,990	12.4%
Operating Budget Reserve	587,184	615,003	637,218	672,373	35,155	5.5%
Strategic Reserves / Other Spec Approp's	302,861	1,680,447	1,901,874	1,689,700	(212,174)	-11.2%
TOTAL GENERAL FUND REVENUE	**265,570,002**	**279,625,554**	**289,770,789**	**304,020,293**	**14,249,504**	**4.9%**
ENTERPRISE FUND / REVOLVING FUND REVENUE						
Water and Sewer Enterprise Fund **	27,532,949	24,842,976	26,240,192	26,243,033	2,839	0.0%
Golf Course Enterprise Fund **	1,278,603	1,568,551	1,565,687	1,584,763	19,076	1.2%
Recreation Revolving Fund **	2,629,380	2,890,095	2,948,451	3,500,816	552,365	18.7%
TOTAL ENTERPRISE / REVOLVING FUND REVENUE	**31,440,932**	**29,301,622**	**30,754,331**	**31,328,611**	**574,280**	**1.9%**
TOTAL REVENUES	**297,010,934**	**308,927,175**	**320,525,120**	**335,348,905**	**14,823,784**	**4.6%**

* The figures provided for the FY17 and FY18 Property Tax Actuals represent the total levy, not actual collections.
** These figures are net of Reimbursements to the General Fund, as those amounts are accounted for in the "Other Available Funds" category.

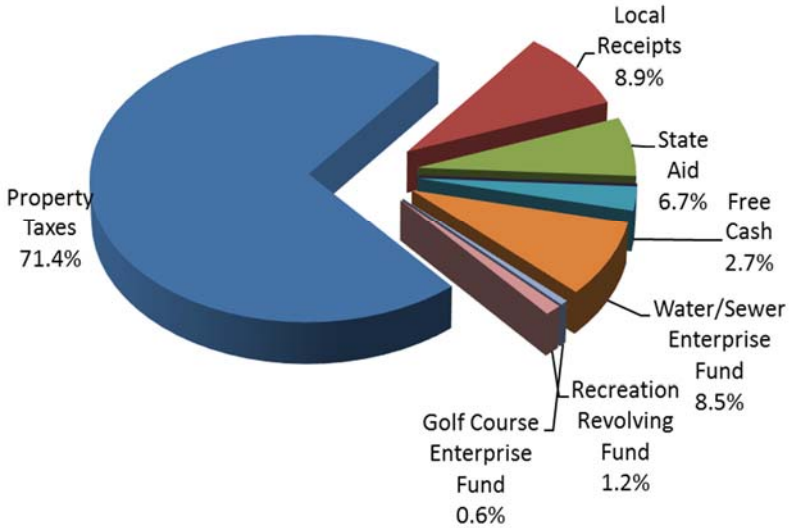
TOWN OF BROOKLINE FY2020 FINANCING PLAN	REVENUE GROUP: Overall Summary SUB-GROUP: Overall Summary – By Fund

FY2020 REVENUE BY FUND

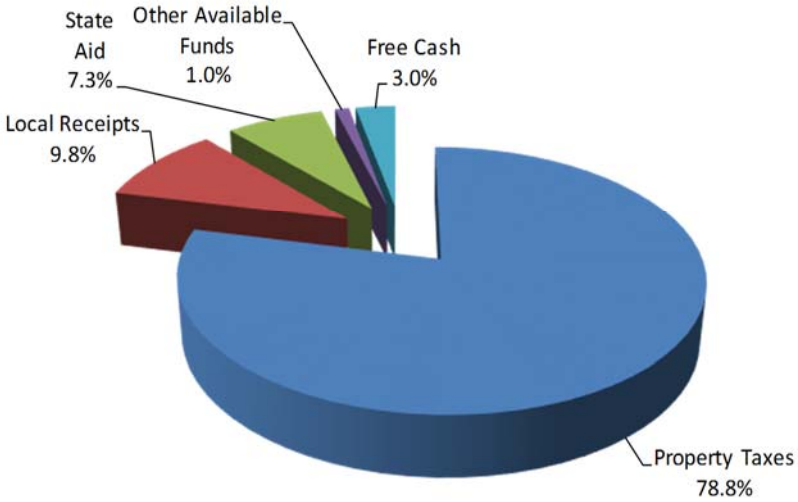
	General Fund [1]	Water & Sewer Enterprise Fund	Golf Enterprise Fund	Recreation Revolving Fund	Cemetery Fund [2]	TOTAL
Property Taxes	239,499,109					239,499,109
Local Receipts	29,943,370					29,943,370
State Aid	22,307,826					22,307,826
Parking Meter Receipts						-
Walnut Hill Cemetery Fund					100,000	100,000
State Aid for Libraries						
Golf Enterprise Fund Reimbursement			299,683			299,683
Recreation Revolving Fund Reimbursement				471,027		471,027
Water and Sewer Enterprise Fund Reimbursement		2,318,021				2,318,021
Capital Project Surplus						-
Free Cash	9,081,257					9,081,257
TOTAL GENERAL FUND	**300,831,563**	**2,318,021**	**299,683**	**471,027**	**100,000**	**304,020,293**
Water and Sewer Enterprise Fund [3]		26,243,033				26,243,033
Golf Course Enterprise Fund [3]			1,584,763			1,584,763
Recreation Revolving Fund [3]				3,500,816		3,500,816
TOTAL FINANCIAL PLAN	**300,831,563**	**28,561,053**	**1,884,446**	**3,971,843**	**100,000**	**335,348,905**

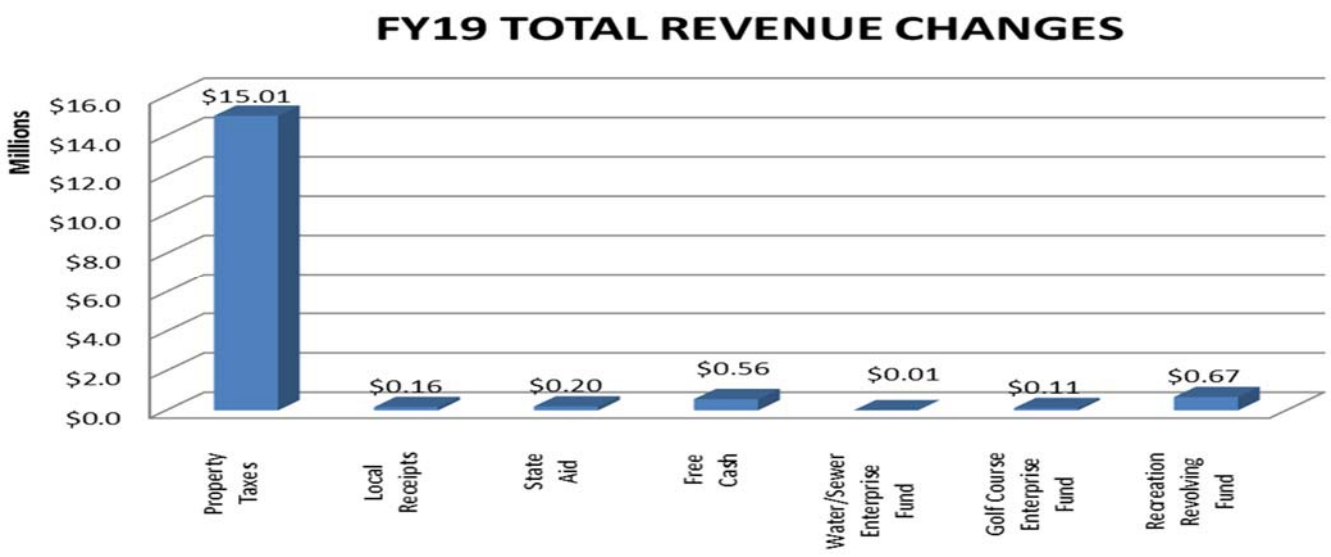
[1] Includes revenue from property taxes, local receipts, state aid, and Free Cash (not the "Other Available Funds" category shown on
[2] The revenue from these funds are transferred into the General Fund.
[3] These are net of Reimbursements to the General Fund, as those amounts are accounted for in the "Reimbursement" figures listed under the General Fund.

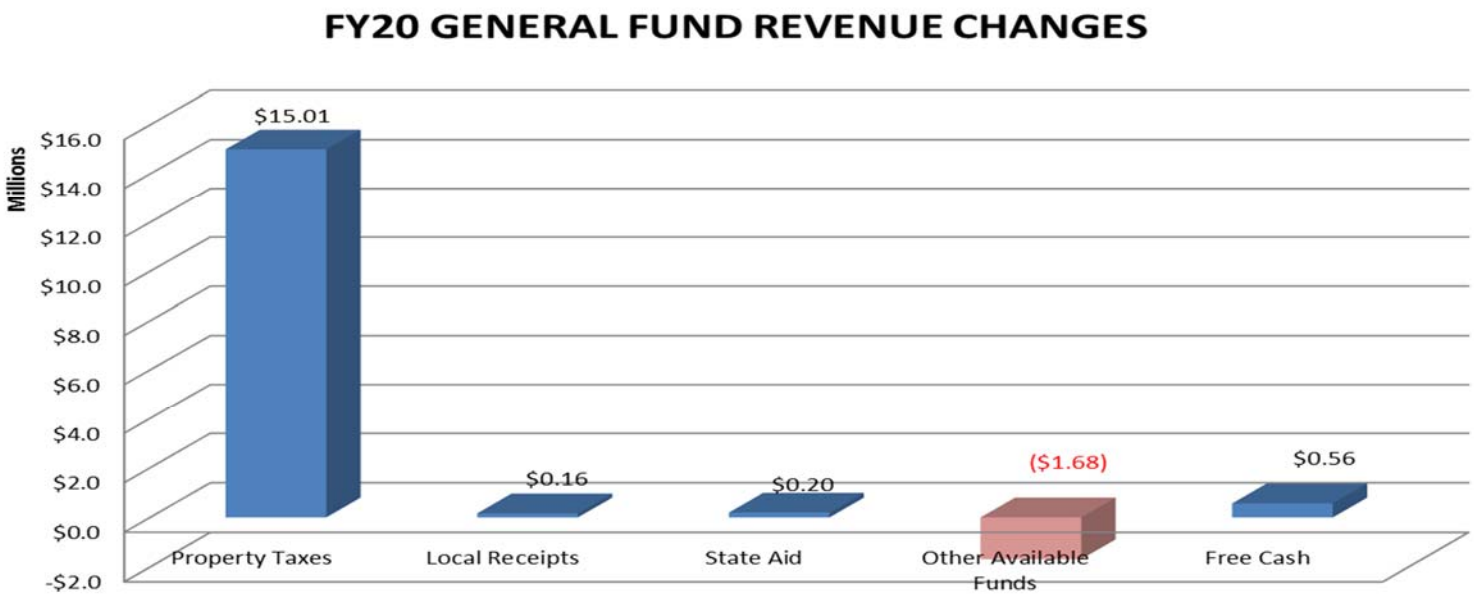
FY19 TOTAL REVENUE COMPOSITION



FY20 GENERAL FUND REVENUE COMPOSITION




FY19 TOTAL REVENUE CHANGES
Millions
$16.0
$14.0
$12.0
$10.0
$8.0
$6.0
$4.0
$2.0
$0.0
$15.01
$0.16
$0.20
$0.56
$0.01
$0.11
$0.67
Property Taxes
Local Receipts
State Aid
Free Cash
Water/Sewer Enterprise Fund
Golf Course Enterprise Fund
Recreation Revolving Fund


FY20 GENERAL FUND REVENUE CHANGES
Millions
$16.0
$14.0
$12.0
$10.0
$8.0
$6.0
$4.0
$2.0
$0.0
-$2.0
$15.01
$0.16
$0.20
($1.68)
$0.56
Property Taxes
Local Receipts
State Aid
Other Available Funds
Free Cash

TOTAL REVENUES

$ (millions)

% of General Fund Budget

REVENUE SOURCE	FY81	FY82	FY11 ACT.	FY12 ACT.	FY13 ACT.	FY14 ACT.	FY15 ACT.	FY16 ACT.	FY17 ACT.	FY18 ACT.	FY19 BUD.	FY20 BUD.
PROPERTY TAX	$45.8	$40.8	$155.9	$162.7	$169.0	$174.9	$182.2	$195.0	$204.1	$211.4	$224.5	$239.5
	76.4%	71.0%	77.2%	76.6%	74.8%	75.5%	76.0%	76.4%	76.8%	75.6%	77.5%	78.8%
LOCAL RECEIPTS	$3.8	$5.3	$22.6	$23.8	$24.5	$25.5	$25.8	$29.4	$28.6	$36.3	$29.8	$29.9
	6.4%	9.2%	11.2%	11.2%	10.8%	11.0%	10.8%	11.5%	10.8%	13.0%	10.3%	9.8%
STATE AID	$5.5	$7.2	$13.8	$13.8	$15.1	$16.6	$17.7	$18.8	$19.7	$20.6	$22.1	$22.3
	9.2%	12.5%	6.8%	6.5%	6.7%	7.2%	7.4%	7.4%	7.4%	7.4%	7.6%	7.3%
FEDERAL REVENUE	$1.1	$1.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
SHARING	1.8%	1.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
FREE CASH	$3.4	$2.7	$4.6	$5.4	$5.3	$7.7	$5.1	$5.0	$5.3	$8.4	$8.5	$9.1
	5.7%	4.7%	2.3%	2.5%	2.4%	3.3%	2.1%	2.0%	2.0%	3.0%	2.9%	3.0%
OTHER AVAILABLE FUNDS	$0.3	$0.5	$5.1	$6.6	$11.9	$6.9	$9.0	$6.9	$7.8	$3.1	$4.9	$3.2
	0.5%	0.9%	2.5%	3.1%	5.3%	3.0%	3.8%	2.7%	3.0%	1.1%	1.7%	1.0%
GENERAL FUND BUDGET TOTAL	$59.9	$57.5	$202.0	$212.3	$225.9	$231.5	$239.8	$255.2	$265.6	$279.6	$289.8	$304.0
WATER & SEWER ENT FUND (1)	$2.1	$2.9	$22.4	$23.1	$24.5	$24.4	$24.6	$25.7	$27.5	$24.8	$26.2	$26.2
GOLF COURSE ENT FUND (1)	$0.0	$0.0	$0.9	$1.0	$1.1	$1.1	$1.1	$1.1	$1.3	$1.6	$1.6	$1.6
RECREATION REVOLVING FUND (1)	$0.0	$0.0	$1.9	$1.9	$2.2	$2.1	$2.3	$2.5	$2.6	$2.9	$2.9	$3.5
TOTAL FINANCIAL PLAN	$62.0	$60.4	$227.2	$238.4	$253.7	$259.2	$267.9	$284.5	$297.0	$308.9	$320.5	$335.3

(1) These figures are net of Reimbursements to the General Fund, as those amounts are accounted for in the "Other Available Funds" category.

ANNUAL REVENUE CHANGES BY SOURCE
$ (millions)

REVENUE SOURCE	FY82	FY09 ACT.	FY10 ACT.	FY11 ACT.	FY12 ACT.	FY13 ACT.	FY14 ACT.	FY15 ACT.	FY16 ACT.	FY17 ACT.	FY18 (2) ACT.	FY19 BUDGET	FY20 BUDGET
PROPERTY TAX	($5.1)	$12.7	$6.0	$3.3	$6.8	$6.4	$5.8	$7.4	$12.8	$9.0	$7.3	$13.1	$15.0
	-11.1%	9.5%	4.1%	2.2%	4.3%	3.9%	3.5%	4.2%	7.0%	4.6%	3.6%	6.2%	6.7%
LOCAL RECEIPTS	$1.5	($2.1)	($1.4)	$1.6	$1.2	$0.6	$1.0	$0.3	$3.5	($0.7)	$7.6	$0.3	$0.2
	39.1%	-8.4%	-6.3%	7.5%	5.5%	2.6%	4.3%	1.3%	13.7%	-2.5%	26.6%	1.1%	0.6%
STATE AID	$1.7	($1.0)	($1.4)	($2.7)	($0.0)	$1.3	$1.5	$1.0	$1.2	$0.9	$0.9	$1.8	$0.2
	31.1%	-5.2%	-7.9%	-16.5%	-0.1%	9.6%	10.0%	6.3%	6.6%	4.6%	4.4%	8.6%	0.9%
FEDERAL REVENUE SHARING	($0.1)	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
	-5.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
FREE CASH	($0.6)	$2.1	$1.1	($2.5)	$0.8	($0.0)	$2.3	($2.6)	($0.1)	$0.3	$3.0	$0.2	$0.6
	-17.9%	56.1%	18.4%	-34.9%	17.2%	-0.8%	43.5%	-33.6%	-1.3%	5.9%	57.3%	1.9%	6.6%
OTHER AVAILABLE FUNDS	$0.2	($2.6)	$1.4	($2.3)	$1.5	$5.3	($5.0)	$2.2	($2.1)	$0.9	($4.8)	$1.4	($1.7)
	70.8%	-30.4%	23.9%	-31.5%	30.3%	79.7%	-42.4%	31.4%	-23.4%	13.7%	-61.1%	40.0%	-34.6%
GENERAL FUND BUDGET TOTAL	($2.4)	$9.2	$5.7	($2.7)	$10.3	$13.5	$5.7	$8.3	$15.3	$10.4	$14.1	$16.8	$14.2
	-4.1%	4.8%	2.9%	-1.3%	5.1%	6.4%	2.5%	3.6%	6.4%	4.1%	5.3%	6.1%	4.9%
WATER & SEWER ENT FUND (1)	$0.9	$3.1	($0.1)	$1.5	$0.7	$1.4	($0.1)	$0.2	$1.1	$1.8	($2.7)	($0.1)	$0.0
	41.0%	17.0%	-0.6%	6.9%	3.3%	6.0%	-0.5%	1.0%	4.5%	6.9%	-9.8%	-0.2%	0.0%
GOLF COURSE ENT FUND (1)	$0.0	$0.1	($0.1)	($0.0)	$0.1	$0.0	$0.1	$0.0	($0.0)	$0.2	$0.3	$0.1	$0.0
	0.0%	14.3%	-5.9%	-1.5%	11.0%	3.4%	4.9%	1.2%	-3.2%	16.4%	22.7%	10.1%	1.2%
RECREATION REVOLVING FUND (1)	$0.0	$0.2	$0.1	$0.3	$0.0	$0.3	($0.1)	$0.2	$0.2	$0.1	$0.3	$0.1	$0.6
	0.0%	17.1%	6.3%	17.3%	0.9%	14.9%	-2.8%	8.1%	8.1%	5.2%	9.9%	4.4%	18.7%
TOTAL FINANCIAL PLAN	($1.5)	$12.6	$5.6	($0.9)	$11.2	$15.3	$5.5	$8.7	$16.6	$12.5	$11.9	$16.9	$14.8
	-2.6%	6.0%	2.5%	-0.4%	4.9%	6.4%	2.2%	3.4%	6.2%	4.4%	4.0%	5.6%	4.6%

(1) These figures are net of Reimbursements to the General Fund, as those amounts are accounted for in the "Other Available Funds" category.

(2) Reflect conversion of Parking Meter Revenue from Other Available funds to a Local Receipt.

PROPERTY TAX

Property Tax is the primary source of revenue for most Massachusetts municipalities. In Brookline, Property Taxes represent more than 79% of General Fund revenues. Property Taxes are levied on both real property (land and buildings) and personal property (equipment). Recently amended state law mandates that communities update their property values every year and obtain state certification that such values represent full and fair cash value every fifth year. A comprehensive town-wide revaluation was completed in FY2019, with the next one now scheduled for FY2024, the assessors continue to update assessments annually based on changes in market conditions, changes in use and new construction.

Under the provisions of Proposition 2 ½, property taxes, in the aggregate, may not exceed 2 ½% of their "full and fair cash value". This limit is known as the "Levy Ceiling". In addition, annual levy increases may not exceed 2 ½% more than the previous year's levy plus the "New Growth" in taxes added from any new properties, renovations to existing properties, or condominium conversions added to the tax rolls. This is known as the "Levy Limit". Any Proposition 2 ½ override or debt exclusion amounts voted by the electorate are added to the Levy Limit while all related school construction reimbursements from the State are similarly subtracted.

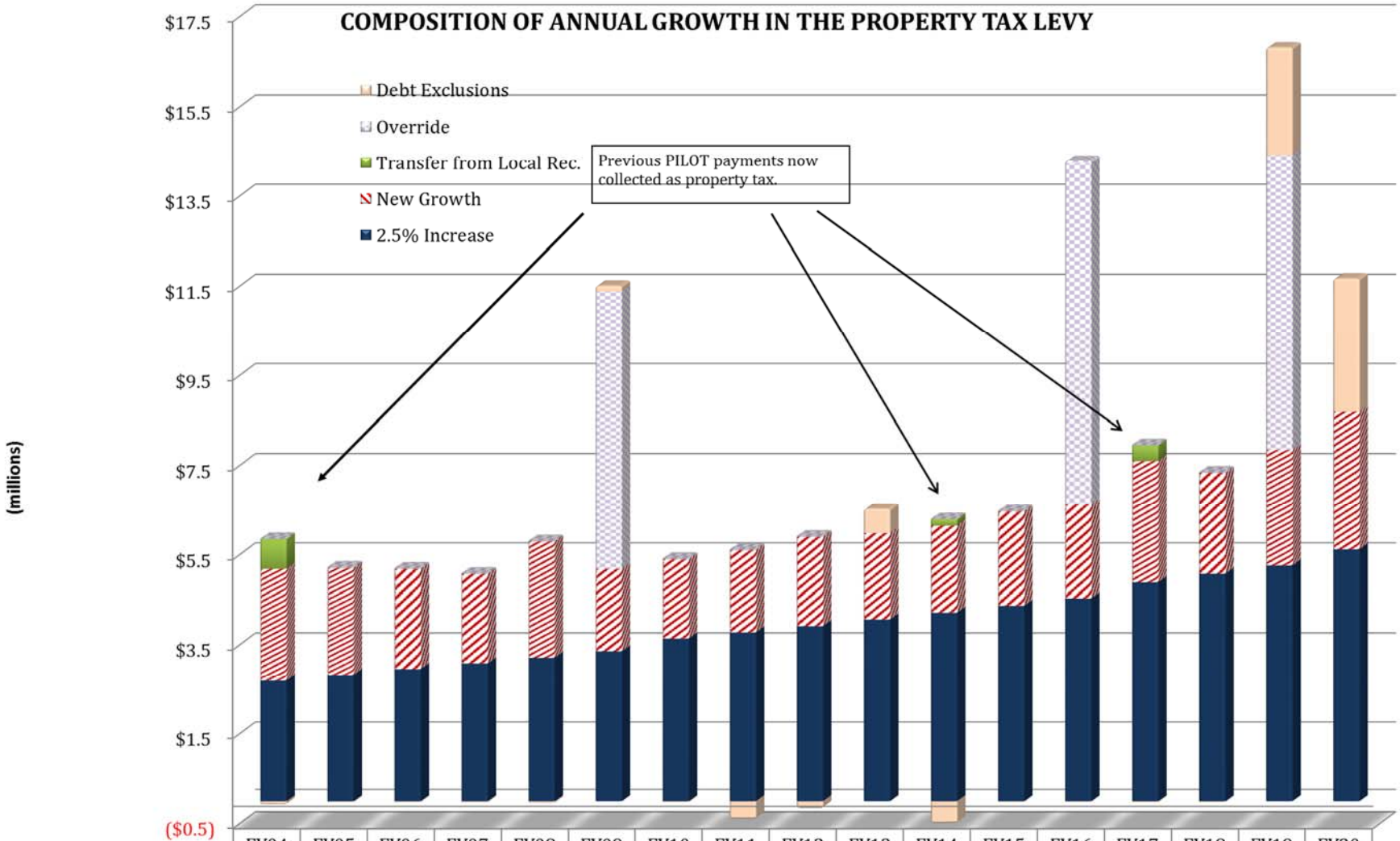
Property values and New Growth for FY2020 are preliminary estimates used to project the Levy Limit. The FY2020 Maximum Allowable Levy is projected to total $239,499,109, representing an increase of $15,008,630 (6.7%) over the FY2019 Levy. The figures below detail how the estimated FY2020 levy is calculated:

FY19 LEVY LIMIT	$224,812,611
PROP. 2 1/2 INCREASE	$5,620,315
SUB-TOTAL	$230,432,927
NEW GROWTH (est.)	$3,075,000
OVERRIDE	$0
ESTIMATED FY20 LEVY LIMIT	$233,507,927
LESS EXCESS CAPACITY	($389,563)
DEBT EXCLUSIONS	$6,380,745
FY20 TOTAL PROPERTY TAX LEVY	**$239,499,109**

The following pages provide historical information on levy composition, collections, levy growth, and assessed values / tax bills.

REVENUE SOURCE	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2019 ESTIMATE	FY2020 BUDGET	BUDGET INCREASE $$	%
Prior Year Levy Limit	195,438,924	203,036,517	210,376,447	210,376,447	224,812,611		
2.5% Increase	4,885,973	5,075,913	5,259,411	5,259,411	5,620,315		
New Growth	2,711,620	2,264,017	2,601,328	2,601,328	3,075,000		
Override	0	0	6,575,425	6,575,425	0		
Debt Exclusions	1,048,400	1,020,800	3,408,089	3,408,089	6,380,745		
(less) Excess Capacity	(20,718)	(22,759)	(3,730,221)	(3,730,221)	(389,563)		
Total Property Tax Levy	204,064,199	211,374,488	224,490,479	224,490,479	239,499,109	15,008,630	6.7%

TOWN OF BROOKLINE FY2020 FINANCING PLAN	FUND: General Fund	REVENUE GROUP: Property Tax



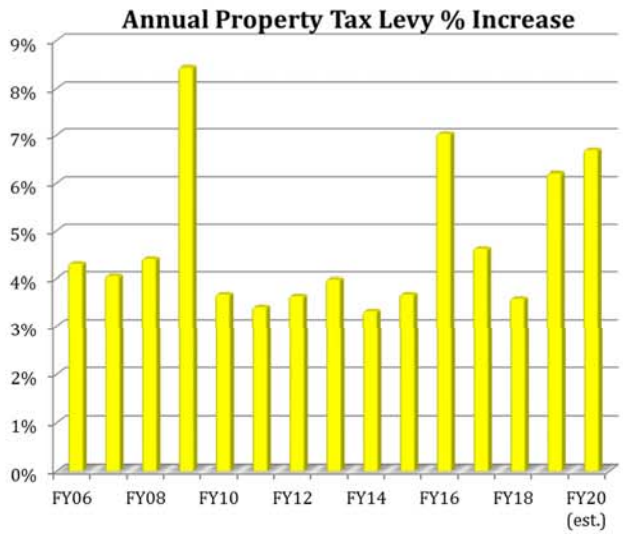
	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20 (est.)
Debt Exclusions	-0.08	-0.03	-0.03	-0.03	-0.05	0.12	-0.03	-0.41	-0.17	0.54	-0.52	-0.02	-0.02	-0.03	-0.03	2.39	2.97
Override	0	0	0	0	0	6.2	0	0	0	0	0	0	7.67	0.00	0.00	6.58	0.00
Transfer from Local Rec.	0.66	0	0	0	0	0	0	0	0	0	0.14	0	0	0.35	0	0	0
New Growth	2.49	2.39	2.23	1.99	2.58	1.83	1.76	1.83	1.98	1.92	1.94	2.10	2.09	2.71	2.26	2.59	3.08
2.5% Increase	2.69	2.82	2.95	3.08	3.21	3.36	3.64	3.78	3.92	4.06	4.21	4.37	4.53	4.89	5.08	5.26	5.62

TOWN OF BROOKLINE FY2020 FINANCING PLAN	FUND: General Fund	REVENUE GROUP: Property Tax SUB-GROUP: Property Tax

Fiscal Year	Real Estate & Personal Prop Levy	(1) Collections As Of Base Yr End	% As Of Base Yr End	Uncollected Bal As Of Base Yr End	(2) Cumulative Pr Yr Collections Yr End **As Of Dec 31, 2018**	Uncollected Real Estate & Pers Prop **As Of Dec 31, 2018**	% Collected As **Of Dec 31, 2018**	(3) Tax Titles / Foreclosures Receivable As of Yr-End
2002	$104,560,815	$104,041,776	99.5%	$519,039	$519,039	$0	100.0%	$396,040
2003	$109,532,058	$108,596,481	99.1%	$935,577	$935,577	$0	100.0%	$545,592
2004	$114,660,482	$113,242,093	98.8%	$1,418,389	$1,418,389	$0	100.0%	$657,047
2005	$119,871,025	$118,861,627	99.2%	$1,009,398	$1,009,398	$0	100.0%	$602,897
2006	$125,192,168	$123,383,654	98.6%	$1,808,515	$1,808,514	$0	100.0%	$909,734
2007	$130,078,303	$129,277,684	99.4%	$800,619	$800,619	$0	100.0%	$873,404
2008	$135,822,982	$134,144,599	98.8%	$1,678,383	$1,678,383	$0	100.0%	$1,306,938
2009	$147,285,266	$145,749,715	99.0%	$1,535,551	$1,535,551	$0	100.0%	$1,265,379
2010	$152,703,449	$151,324,018	99.1%	$1,379,430	$1,379,430	$0	100.0%	$1,625,779
2011	$157,878,286	$156,328,350	99.0%	$1,549,936	$1,548,420	$0	100.0%	$1,604,165
2012	$163,627,088	$161,979,091	99.0%	$1,647,997	$1,647,997	$0	100.0%	$1,442,356
2013	$170,194,288	$168,233,531	98.8%	$1,960,757	$1,587,428	$373,329	99.8%	$1,181,226
2014	$175,831,775	$173,998,921	99.0%	$1,832,854	$1,465,564	$367,290	99.8%	$1,451,799
2015	$181,664,856	$179,462,717	98.8%	$2,202,139	$1,814,106	$388,032	99.8%	$1,539,728
2016	$194,656,307	$193,023,340	99.2%	$1,632,967	$1,141,320	$491,647	99.7%	$2,052,653
2017	$200,350,202	$198,540,193	99.1%	$1,810,009	$1,331,159	$478,850	99.8%	$1,818,694
2018	$211,374,488	$209,298,765	99.0%	$2,075,723	$858,786	$1,216,937	99.4%	$1,773,963

1. Accounts Receivable Balance on June 30 of Base Year.
2. Each year-end sum of activities is added to the previous year. This column changes every year until the uncollected balance is $0. The balance may equal the Tax Title balance for that year.
3. Base Year Tax Title amount.

TOWN OF BROOKLINE FY2020 FINANCING PLAN	FUND: General Fund	REVENUE GROUP: Property Tax SUB-GROUP: Property Tax



TOWN OF BROOKLINE FY2020 FINANCING PLAN	FUND: General Fund	REVENUE GROUP: Property Tax SUB-GROUP: Property Tax

MEDIAN PER PARCEL VALUES AND TAX BILLS

DESCRIPTION	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19
Single Family Median Assessed Value	1,027,300	1,059,400	1,071,750	1,114,000	1,193,600	1,298,000	1,412,200	1,502,800	1,622,350
$ Change	4,900	32,100	12,350	42,250	79,600	104,400	114,200	90,600	119,550
% Change	0.5%	3.1%	1.2%	3.9%	7.1%	8.7%	8.8%	6.4%	8.0%
Single Family Median Tax Bill	9,771	10,187	10,531	10,694	10,704	11,342	11,684	11,882	12,608
$ Change	342	416	344	162	10	638	342	198	726
% Change	3.6%	4.3%	3.4%	1.5%	0.1%	6.0%	3.0%	1.7%	6.1%
Two Family Median Assessed Value	958,850	975,400	981,500	1,032,450	1,160,450	1,307,850	1,442,000	1,559,650	1,726,800
$ Change	2,750	16,550	6,100	50,950	128,000	147,400	134,150	117,650	167,150
% Change	0.3%	1.7%	0.6%	5.2%	12.4%	12.7%	10.3%	8.2%	10.7%
Two Family Median Tax Bill	8,998	9,230	9,480	9,765	10,350	11,444	11,978	12,420	13,587
$ Change	296	232	250	285	585	1,095	533	442	1,167
% Change	3.4%	2.6%	2.7%	3.0%	6.0%	10.6%	4.7%	3.7%	9.4%
Three Family Median Assessed Value	1,116,000	1,151,400	1,152,400	1,209,400	1,275,300	1,444,000	1,573,250	1,685,100	1,843,800
$ Change	850	35,400	1,000	57,000	65,900	168,700	129,250	111,850	158,700
% Change	0.1%	3.2%	0.1%	4.9%	5.4%	13.2%	9.0%	7.1%	9.4%
Three Family Median Tax Bill	10,773	11,236	11,471	11,780	11,577	12,863	13,275	13,607	14,683
$ Change	327	463	235	309	(204)	1,287	412	332	1,077
% Change	3.1%	4.3%	2.1%	2.7%	-1.7%	11.1%	3.2%	2.5%	7.9%
Condo Median Assessed Value	423,900	421,900	425,200	447,000	496,150	547,800	607,150	662,500	707,500
$ Change	900	(2,000)	3,300	21,800	49,150	51,650	59,350	55,350	45,000
% Change	0.2%	-0.5%	0.8%	5.1%	11.0%	10.4%	10.8%	9.1%	6.8%
Condo Median Tax Bill	2,953	2,920	2,999	3,097	3,255	3,525	3,730	3,933	4,036
$ Change	99	(33)	79	97	159	270	205	203	103
% Change	3.5%	-1.1%	2.7%	3.2%	5.1%	8.3%	5.8%	5.4%	2.6%
Commercial Median Assessed Value	1,038,350	1,048,450	1,085,750	1,171,800	1,350,600	1,475,100	1,607,850	1,688,800	2,003,300
$ Change	4,550	10,100	37,300	86,050	178,800	124,500	132,750	80,950	314,500
% Change	0.4%	1.0%	3.6%	7.9%	15.3%	9.2%	9.0%	5.0%	18.6%
Commercial Median Tax Bill	19,002	19,480	20,597	21,678	23,487	25,062	26,047	26,548	30,791
$ Change	600	478	1,116	1,082	1,809	1,575	985	501	4,243
% Change	3.3%	2.5%	5.7%	5.3%	8.3%		3.9%	1.9%	16.0%
Residential Tax Rate	11.30	11.40	11.65	11.39	10.68	10.42	9.88	9.46	9.37
% Change	3.0%	0.9%	2.2%	-2.2%	-6.2%	-2.4%	-5.2%	-4.3%	-1.0%
Commercial Tax Rate	18.30	18.58	18.97	18.50	17.39	16.99	16.20	15.72	15.37
% Change	2.8%	1.5%	2.1%	-2.5%	-6.0%	-2.3%	-4.6%	-3.0%	-2.2%
Residential Exemption	162,607	165,764	167,761	175,127	191,357	209,531	229,655	246,775	276,758
Residential Exemption (Tax)	1,837.46	1,889.71	1,954.42	1,994.70	2,043.69	2,183.31	2,268.99	2,334.49	2,593.22
% Change	2.8%	2.8%	3.4%	2.1%	2.5%	6.8%	3.9%	2.9%	11.1%

NOTE: Assumes the homeowner is eligible for the Residential Exemption.

LOCAL RECEIPTS SUMMARY

Local Receipts, estimated to add $29.9 million to the Town's revenue stream, represent 9.8% of total General Fund revenues. They include motor vehicle excise, local option taxes, fees, fines, charges for licenses and permits, investment earnings, and other similar non-tax type items. These items are reviewed by departments to ensure that they continue to cover their fair share of the related administrative costs and are in accordance with the policies adopted by the respective oversight boards and commissions. They are projected to increase $164,783 (0.6%) over the FY19 budgeted amounts. A summary of the changes are as follows:

1.) **Motor Vehicle Excise (MVE)** - increases $120,444 (2%) to $6.14 million.

2.) **Local Option Taxes** - increase $109,448 (3.7%) to $3.08 million.

3.) **General Government** - this category decreases $120,750 (3.1%) to $3.8 million due primarily to a decrease in the Benefit Reimbursement driven by School Revolving funds ($176,000), partially offset by an increase to the Registered Marijuana Dispensary (RMD) Host Community Agreement Revenue ($25,000), Building Permits ($25,250), and Distributed Antenna System (DAS) fees ($5,000).

4.) **Interest Income** – this category increases $23,780 (2.5%) to $975K.

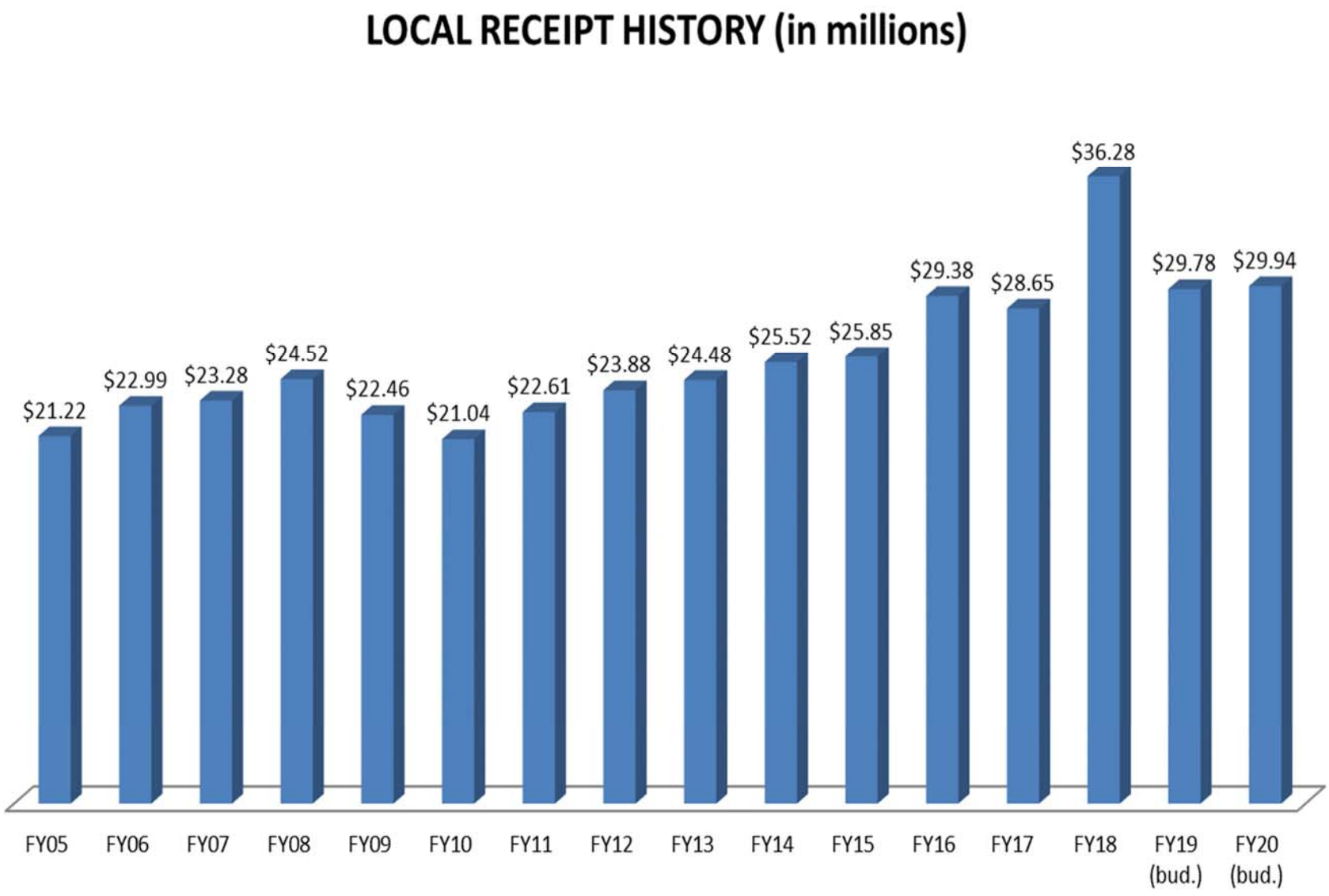
5.) **Payment in Lieu of Taxes (PILOTs)** - increase $26,873 (2.7%) to $1M due to scheduled increases in negotiated PILOT agreements.

6.) **Refuse Fees** – this category reflects the projected revenue from the Hybrid Pay-as-you-Throw (HPAYT) Program, which increased by $50,000 (1.8%) to $2.85M.

7.) **Departmental and Other** - increase $49,987 (.7%) and reflects an increase in the Medicaid Reimbursement ($63,361) offset by a decrease resulting from the conversion of revenue from the School bus program from a Local Receipt to a Revolving Fund in FY20 ($75,000).

Further details of these and other revenue sources are discussed on the following pages.

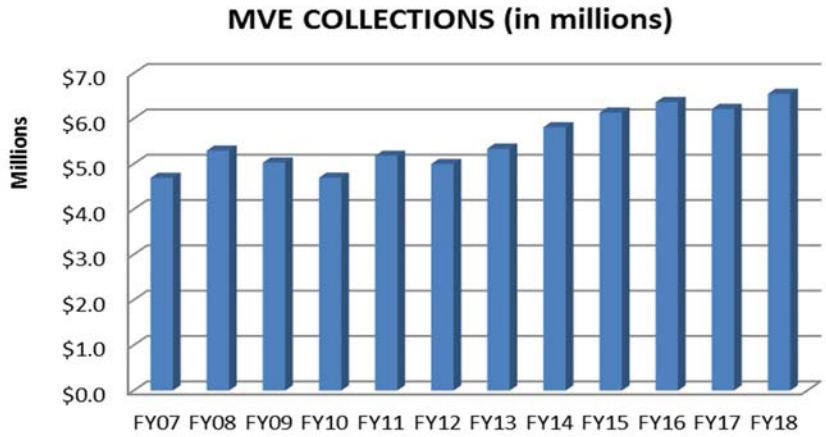
REVENUE SOURCE	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2019 ESTIMATE	FY2020 BUDGET	BUDGET INCREASE $$	BUDGET INCREASE %
Motor Vehicle Excise	6,211,079	6,544,129	6,022,200	6,200,000	6,142,644	120,444	2.0%
Local Option Taxes	2,904,370	3,310,839	2,972,410	3,729,000	3,081,858	109,448	3.7%
Licenses and Permits	1,191,181	1,073,646	1,165,775	1,165,775	1,170,775	5,000	0.4%
Parking and Court Fines	3,861,631	3,387,216	3,500,000	3,400,000	3,400,000	(100,000)	-2.9%
General Government	6,481,436	8,253,832	3,886,621	3,886,621	3,765,871	(120,750)	-3.1%
Interest Income	940,709	1,274,256	951,197	951,197	974,977	23,780	2.5%
In Lieu of Tax Payments	1,407,085	1,090,649	983,636	983,636	1,010,509	26,873	2.7%
Refuse Fees	2,670,948	3,029,024	2,800,000	2,900,000	2,850,000	50,000	1.8%
Departmental and Other	2,980,364	8,313,809	7,496,749	7,496,749	7,546,736	49,987	0.7%
Total	28,648,804	36,277,400	29,778,588	30,712,978	29,943,370	164,783	0.6%

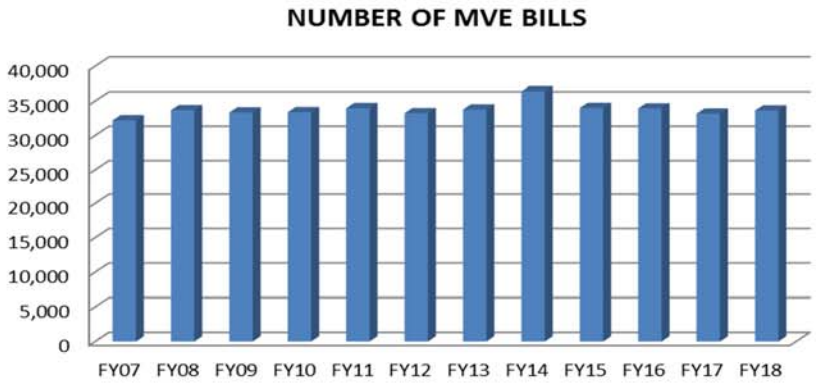

LOCAL RECEIPT HISTORY (in millions)
$21.22
$22.99
$23.28
$24.52
$22.46
$21.04
$22.61
$23.88
$24.48
$25.52
$25.85
$29.38
$28.65
$36.28
$29.78
$29.94
FY05
FY06
FY07
FY08
FY09
FY10
FY11
FY12
FY13
FY14
FY15
FY16
FY17
FY18
FY19 (bud.)
FY20 (bud.)

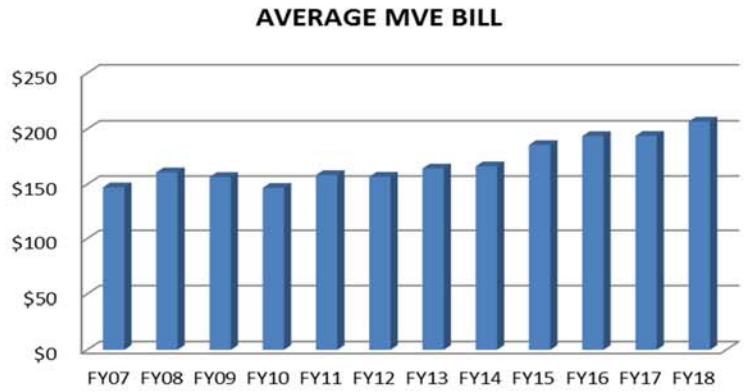
TOWN OF BROOKLINE FY2020 FINANCING PLAN	FUND: General Fund	REVENUE GROUP: Local Receipts SUB-GROUP: Motor Vehicle Excise

MOTOR VEHICLE EXCISE

State law establishes the Motor Vehicle Excise (MVE) tax rate. Proposition 2 ½ set the rate of $25 per $1,000 in automobile value. In the first year of ownership, the rate of $25 per $1,000 is assessed on 90% of the value of the vehicle; in year two, it is 60%; in year three, it is 40%; in year four, it is 25%; and in year five and thereafter, it is 10%. The actual billings are prepared by the Registry of Motor Vehicles (RMV) and then turned over to the Town for printing, distribution, and collection. The MVE tax is the Town's largest local receipt source and is expected to generate $6.1 million in FY20, an amount that is $120,444 (2.0%) above the FY19 budgeted amount.







REVENUE SOURCE	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2019 ESTIMATE	FY2020 BUDGET	BUDGET INCREASE $$	%
Motor Vehicle Excise	6,211,079	6,544,129	6,022,200	6,022,200	6,142,644	120,444	2.0%

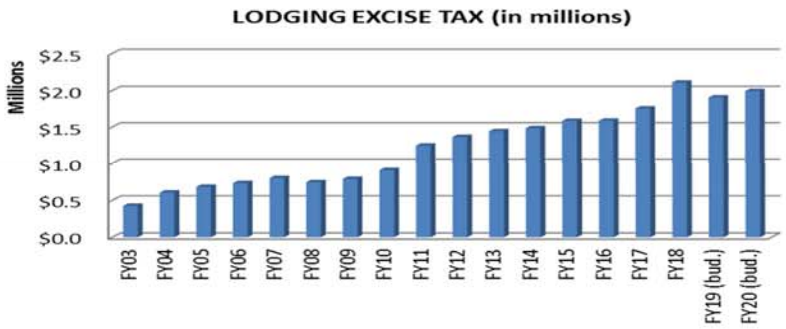
LOCAL OPTION TAXES

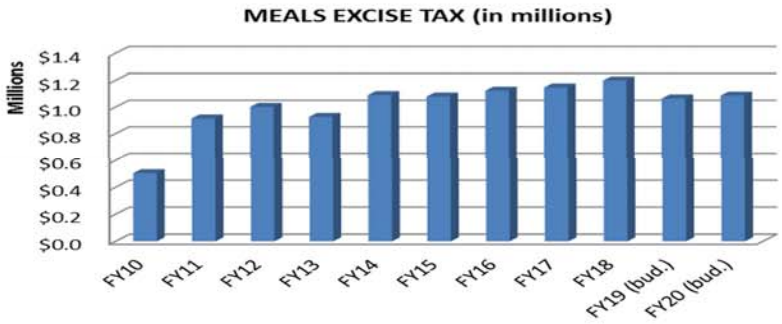
This category of local receipts consists of the Lodging Excise Tax, the Meals Excise Tax, and Recreational Marijuana Tax. These three revenue sources are made available to Massachusetts municipalities via local option, which, in Brookline, requires a vote of Town Meeting to enact. The Lodging Excise Tax was first adopted in 1985, the Meals Excise Tax was first adopted in 2009, and Recreational Marijuana Excise Tax was adopted in 2018.

In 1985, legislation was enacted that enabled communities to impose a local option excise of up to 4% on gross receipts from room rentals of hotels and motels, in addition to the state excise of 5.7%. Brookline adopted the local option excise tax, at 4%, by a vote of Town Meeting in November, 1985. In 2009, as part of the FY10 State budget, cities and towns were authorized to increase the local option excise tax on room occupancies from a maximum of 4% to 6%. In August, 2009, Town Meeting increased the excise tax to 6%, which took effect on October 1, 2009. In FY20, this revenue source is expected to generate $2 million, an increase of $88,120, (4.6%) from the FY19 budgeted amount primarily due to revenue from the new AC Hotel at Cleveland Circle.

As part of the FY10 State budget, the meals tax was increased statewide by 1.25 percentage points (from 5% to 6.25%). In addition, municipalities were provided the local option to increase meals taxes by another 0.75 percentage points. In August, 2009, Town Meeting adopted the 0.75% local meals tax, effective October 1, 2009. In FY20, this revenue source is expected to generate $1.09 million, which represents a $21,328 (2%) increase.

In November, 2016, voters of the Commonwealth approved a law legalizing and regulating the cultivation, manufacture, processing, distribution, sale, possession, testing and use of recreational marijuana, which was amended by the legislature in July 2017. The local adoption statute permits a municipality to impose a sales tax of up to 3% on local sales of marijuana and marijuana products by marijuana retailers operating within the community. Town Meeting adopted this local option in May, 2018. Town Meeting also adopted the state's minimum cap necessary to avoid a Town-wide referendum for Marijuana Retailers at 20% of the number of package store licenses issued in the Town. While applications are at various stages in the process, and one retail shop is expected to open in January, the Town will likely wait until November to provide a revenue estimate in order to use data from actual experience to build the projection for this new revenue source.





REVENUE SOURCE	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2019 ESTIMATE	FY2020 BUDGET	BUDGET INCREASE $$	%
Lodging Excise Tax	1,755,279	2,110,505	1,906,000	2,500,000	1,994,120	88,120	4.6%
Meals Excise Tax	1,149,091	1,200,334	1,066,410	1,229,000	1,087,738	21,328	2.0%
Recreational Marijuana Excise Tax	0	0	0	0	0	0	0.0%
Total	2,904,370	3,310,839	2,972,410	3,729,000	3,081,858	109,448	3.7%

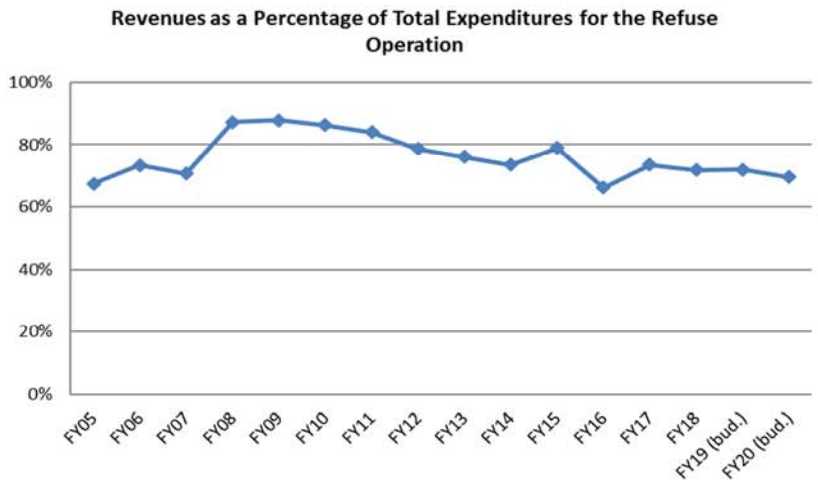
TOWN OF BROOKLINE FY2020 FINANCING PLAN	FUND: General Fund	REVENUE GROUP: Local Receipts SUB-GROUP: Refuse Fee

REFUSE FEE

For FY20, the Refuse Fee reflects the implementation of the Hybrid PAYT (H-PAYT) Program. Variable sized wheeled carts of 35, 65 and 95 gallon capacity are available for residents to choose from at $190, $252, and $312 respectively per year. This should generate $2,850,000, which represents a $50,000 (1.8%) increase from the FY19 budget amount. The FY18 actual also includes revenue from the sales of PAYT overflow bags, which reflects the startup of the program and is expected to be one-time in nature. The Residential Refuse Fee was first instituted in FY89 when the Town was faced with a 300% increase in refuse disposal costs. The fee was set at $150 per dwelling unit and has changed since then as follows:

FY89-FY91	FY92	FY93-FY94	FY95-FY07	FY08-FY17	FY18-19 Est
$150	$175	$200	$165	$200	varies

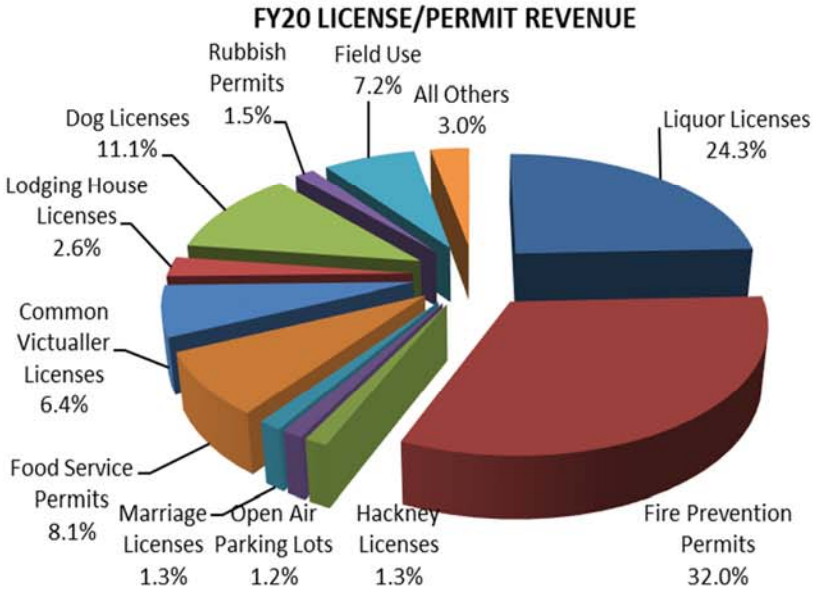
The Proposition 2 ½ override of 1994 included restoring a portion of the fee back to the tax levy. The amount of $460,000 was added to the override and reduced from refuse fee revenue, resulting in a fee reduction from $200 to $165. The fee was then increased to $200 in FY08 as part of a budget balancing plan to close a $3.2 million deficit. The fee was then changed as part of the implementation of the new H-PAYT program in FY2018. The fee revenue covers approximately 70% of the service costs, as shown in the below left graph.

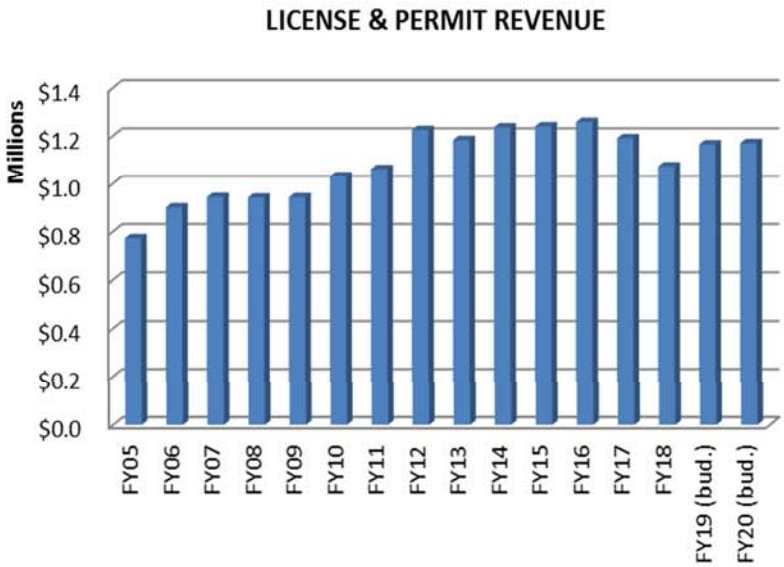


REVENUE SOURCE	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2019 ESTIMATE	FY2020 BUDGET	BUDGET INCREASE $$	%
Refuse Fee	2,670,948	2,928,224	2,800,000	2,900,000	2,850,000	50,000	1.8%
PAYT Bag Revenue	0	100,800	0	0	0		
Total	2,670,948	3,029,024	2,800,000	2,900,000	2,850,000	50,000	

LICENSES AND PERMITS

The majority of the revenue from Licenses and Permits is derived from fire prevention permits, liquor licenses, dog licenses, and licenses from a variety of food establishments. For FY20, revenues from this category are expected to total $1.17 million, which is a $5,000 (0.4%) increase from FY19.



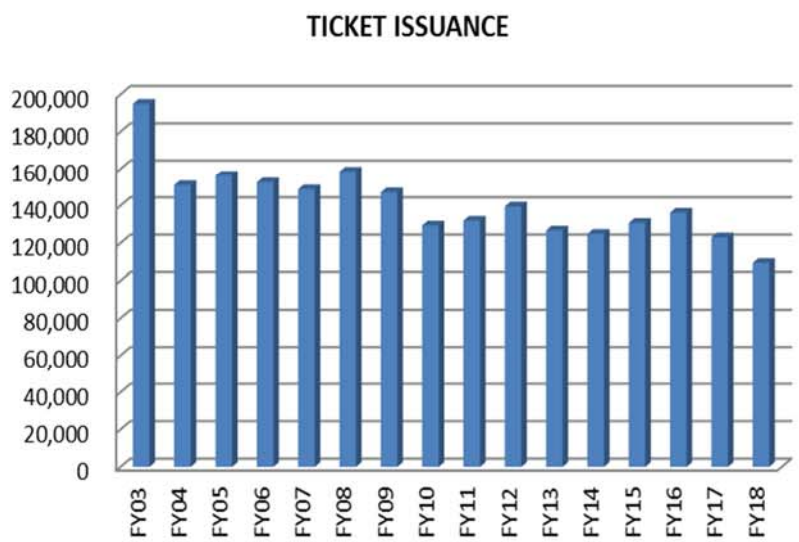


REVENUE SOURCE	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2019 ESTIMATE	FY2020 BUDGET	BUDGET INCREASE $$	%
Liquor Licenses	299,722	320,243	285,000	285,000	285,000	0	0.0%
Fire Prevention Permits	377,285	272,373	375,000	375,000	375,000	0	0.0%
Hackney Licenses	15,300	10,477	30,000	15,000	15,000	(15,000)	-50.0%
Open Air Parking Lots	10,620	8,205	13,500	13,500	13,500	0	0.0%
Marriage Licenses	15,790	12,440	15,000	15,000	15,000	0	0.0%
Food Service Permits	97,541	96,064	95,000	95,000	95,000	0	0.0%
Common Victualler Licenses	85,285	79,633	75,000	75,000	75,000	0	0.0%
Lodging House Licenses	27,300	29,760	30,000	30,000	30,000	0	0.0%
Dog Licenses	144,958	125,262	130,000	130,000	130,000	0	0.0%
Rubbish Permits	17,390	15,330	18,000	18,000	18,000	0	0.0%
Field Use	64,000	64,000	64,000	64,000	84,000	20,000	31.3%
All Others	35,990	39,859	35,275	35,275	35,275	0	0.0%
Total	1,191,181	1,073,646	1,165,775	1,165,775	1,170,775	5,000	0.4%

TOWN OF BROOKLINE FY2020 FINANCING PLAN	FUND: General Fund	REVENUE GROUP: Local Receipts SUB-GROUP: Parking and Court Fines

PARKING AND COURT FINES

Parking and Court Fines are the third largest local receipt of the Town. Approximately 85% of the revenue is derived from parking tickets for expired meters, violation of the Town's overnight parking ban, and violation of 2-hour parking restrictions. In September of 2002, the Select Board increased the fines for certain parking violations, including doubling the Overnight Parking fine from $15 to $30 and increasing the fine for expired meters from $15 to $25. This was made possible by the passage of Home Rule legislation, approved by the 2001 Annual Town Meeting and signed into law in November, 2001, that allowed the Select Board to raise parking violations to a maximum of $50. In March, 2007 and July, 2007, the Select Board further revised the schedule by adopting additional fine increases, including doubling the fine for violating the 2-hour parking rule from $15 to $30 and increasing the late fee from $10 to $15. The FY20 estimate of $3.4 million reflects a $100,000 decrease from the FY19 budget.

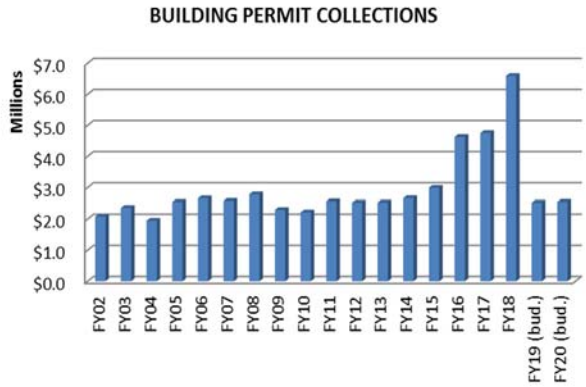


The Town has recently implemented pay-by-cell technology and rolled out credit card enabled meters, which have made compliance easier and contributed to a decline in issuance. There has been a decrease in issuance since the FY02 peak, when 204,000 tickets were issued. Since then, the number of tickets written has dropped to approximately 109,000 in FY18. This represents a decrease of 46% since the peak in FY02 and a 31% decline since FY08.

REVENUE SOURCE	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2019 ESTIMATE	FY2020 BUDGET	BUDGET INCREASE $$	%
Parking and Court Fines	3,861,631	3,387,216	3,500,000	3,400,000	3,400,000	(100,000)	-2.9%

GENERAL GOVERNMENT

Revenues derived from this category are expected to decrease $120,750 (3.1%) from the FY19 budgeted amount, due primarily to a reduction in the **Benefits Reimbursements** from special revenue/grant funds. Those monies reimburse the General Fund for benefitted employees whose salaries are paid for out of non-General Funds. This line item decreases $176,000 (29.9%) in FY20. Revenue provided by School Department Revolving funds was eliminated because the funds could not sustain the transfer. The Department is assessing other funds that could provide a similar level of support in the future.



Other changes include a $25,000 increase related to the Community Host payment from the Registered Marijuana Dispensary (RMD) combined with an increase in **Building Permits** ($25,250, 1%). As shown in the graph to the right, Building Permit collections are a large revenue source and are quite volatile. The increase in FY18 was largely due to the permits filed for 2 Brookline Place, filed at the end of the year. The increase in FY17 was due to projects like the BU theater and the new Target on Commonwealth Avenue. **Damage/Legal Recovery** revenue results from the receipt of reimbursements for storms or from certain legal actions undertaken by the Town. The amounts collected vary greatly year-to-year because they are derived from unpredictable events that are the basis for the Town's recoveries. The estimate is level funded at $10,000. **Town Clerk Fees** include fees for records and certified copies and the budget for those are level-funded at $90,000. The budget for **Collector's Fees**, which consist primarily of Municipal Lien Certificates (MLC's) and Tailings, is level funded at $135,000. **Plan Design Review** fees are charged by the Building Department when a project requires approval from the Zoning Board of Appeals (ZBA). That revenue source is level-funded at $25,000.

The Payments from the two companies that have built **Distributed Antenna Systems (DAS)** in town are expected to total $100,000 in FY20. The **All Others** category is comprised of Community Host payment from the Registered Marijuana Dispensary (RMD), rental payment from the Fallon Ambulance contract, Zoning Board of Appeals fees, fees for copying documents of various departments, and many one-time reimbursements for miscellaneous expenditures. The budget increases $25,000 (6%).

REVENUE SOURCE	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2019 ESTIMATE	FY2020 BUDGET	BUDGET INCREASE $$	BUDGET INCREASE %
Building Permits and Inspections	4,755,873	6,594,342	2,525,000	2,525,000	2,550,250	25,250	1.0%
Damage/Legal Recovery	299,000	1,908	10,000	10,000	10,000	0	0.0%
Town Clerk's Fees	85,659	92,732	90,000	90,000	90,000	0	0.0%
Collector's Fees	121,631	73,742	135,000	135,000	135,000	0	0.0%
Plan Design Review	24,446	24,583	25,000	25,000	25,000	0	0.0%
Medicare Part D Subsidy	479,205	353,862	0	0	0	0	0%
Benefits Reimbursement	299,127	158,283	587,871	587,871	411,871	(176,000)	-29.9%
Distributed Antenna System (DAS) Fees	112,115	136,597	95,000	95,000	100,000	5,000	5.3%
All Others	304,379	817,783	418,750	418,750	443,750	25,000	6.0%
Total	6,481,436	8,253,832	3,886,621	3,886,621	3,765,871	(120,750)	-3.1%

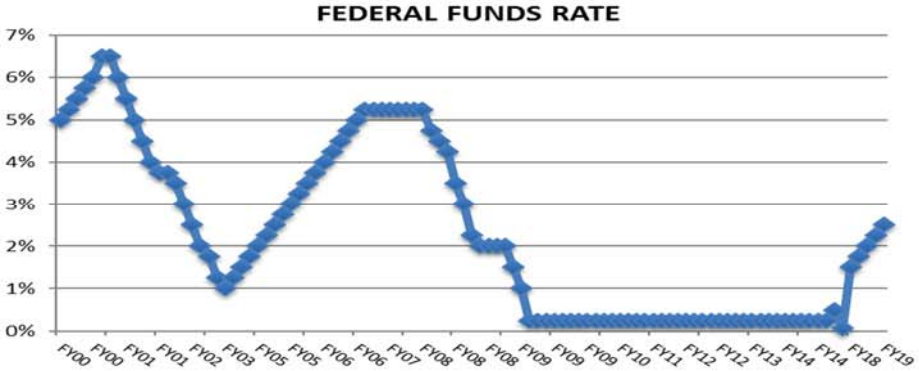
TOWN OF BROOKLINE FY2020 FINANCING PLAN	FUND: General Fund	REVENUE GROUP: Local Receipts SUB-GROUP: Interest Income

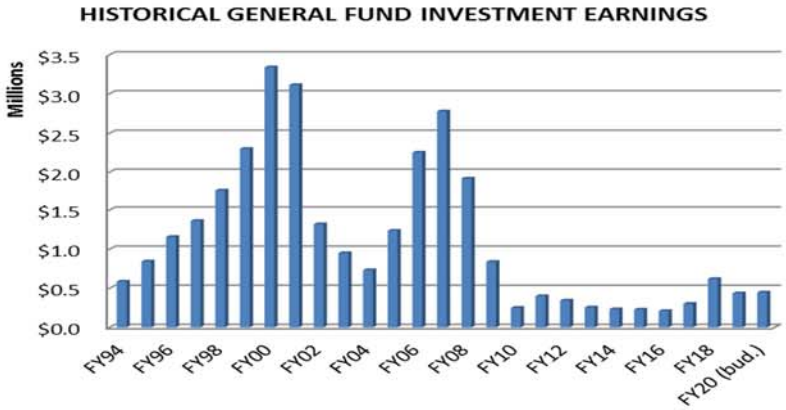
INTEREST INCOME

Interest Income is comprised of revenue from two sources: interest penalties on delinquent property taxes and fees and monies earned on the Town's available cash. The Town Treasurer regularly invests any cash not required for current disbursements and the amount of investment income earned in any given year is dependent upon a number of variables, the most important of which are available cash balances, anticipated cash flows, cash management policies and practices, and market interest rates. Investment income accounted for only 32% of the interest income earned in FY17, a significant change from the 62% it represented in FY09.

The estimate for interest earned on investments for FY20 is increased to $447,300 (2.5%). This reflects an incredible $2.3 million (84%) decrease from the FY07 actual. The large decrease is the result of actions taken by the Federal Reserve Bank to help improve the nation's economy. For historical context, between January, 2001 and June, 2003, the Federal Reserve lowered the Federal Funds Rate 13 times, from 6.5% to 1%. Since funds available for investment in FY04 were earning only approximately 1%, actual earnings were well below the levels realized during FY's 00-02. From FY00 to FY04, there was a downturn of $2.6 million, or 78%. Between June, 2003 and June, 2006, the Federal Reserve increased rates 17 times, bringing the rate to 5.25%. The Town's earnings increased in conjunction with those actions.

The rate stayed at 5.25% until September, 2007, when the rate was dropped 50 basis points to 4.75%. Since then, it has been lowered nine more times to virtually 0%. This included an extraordinary week in late-January, 2008 when the rate dropped 75 basis points on January 22 and another 50 basis points on January 30. With such a dramatically reduced rate of return, the Town cannot expect to earn as much as it did during the FY07 - FY09 period. In December, 2015, 2016 and 2017 the Federal Reserve increased the rate slightly. The $447,300 estimate continues to reflect the current projection. The two graphs below show the changes in the Federal Funds rate (left) and the historical Investment Income earnings (right).





The amount budgeted in FY20 for interest earned from delinquent taxpayers is increased $12,870 (2.5%) to $527,676.

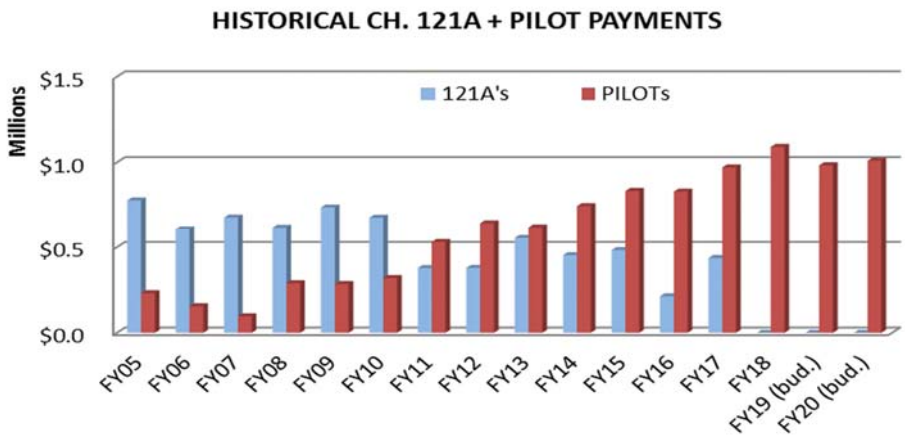
REVENUE SOURCE	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2019 ESTIMATE	FY2020 BUDGET	BUDGET INCREASE $$	%
Interest Income	302,106	620,634	436,391	436,391	447,300	10,910	2.5%
Delinquent Tax Interest	638,604	653,622	514,806	514,806	527,676	12,870	2.5%
Total	940,709	1,274,256	951,197	951,197	974,977	23,780	2.5%

PAYMENTS IN LIEU OF TAXES

This category of Local Receipts consists of payments made by corporations that have entered into a State authorized Chapter 121A agreements and payments made in lieu of taxes (known as "PILOTs") by tax-exempt institutions.

In 1945, the Massachusetts General Court approved legislation that allowed cities and towns to enter into contracts with certain corporations in order to encourage development considered to be in the public interest. The corporations formed to carry out those projects are taxed as Urban Redevelopment corporations under Chapter 121A of the General Laws. Urban Redevelopment corporations pay an excise to the Commonwealth in lieu of a local property tax imposed by a city or town and in lieu of the general corporate excise. The Urban Redevelopment excise is applied by the sum of: 5% of gross income for the preceding calendar year and $10 per thousand upon the fair cash value of real and tangible personal property as determined by the assessors. The amount of the fair cash value can be agreed upon within the provisions of section 6A of the chapter. A tax supplement payment agreement made directly to the town is also permitted. All 121A excise amounts collected by the Commissioner of Revenue are distributed back to cities and towns within the fiscal year. In FY17, the Town's remaining Ch. 121A agreement: 55 Village Way converted into property tax.

PILOTs are agreements the Select Board has entered into with non-profits in Brookline, the purpose of which is to help cover a portion of the cost of public safety and public works services. They are estimated to yield $1,010,509 for FY20, an increase of $26,873 (2.7%) from FY19 budgeted amounts, due primarily to the agreement with Boston University.



REVENUE SOURCE	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2019 ESTIMATE	FY2020 BUDGET	BUDGET INCREASE $$	%
Chapter 121A Projects	436,498	0	0	0	0	0	-
PILOT's	874,869	920,601	890,000	890,000	915,000	25,000	2.8%
Brookline Housing Authority (BHA) PILOT	95,718	170,048	93,636	93,636	95,509	1,873	2.0%
Total	1,407,085	1,090,649	983,636	983,636	1,010,509	26,873	2.7%

DEPARTMENTAL AND OTHER

All other local receipt sources combined are expected to total $7.55 million, an amount that is $49,987 (0.7%) more than the FY19 budget. A summary of the items in this category are as follows:

- Public Safety Fees - these include Towing Fees and Firearms Licenses and are level-funded at $62,000.
- Parking Meter Receipts- a new Local Receipt in FY18, is level-funded at $5,150,000.
- Health and Sanitation - these fees, which include Tobacco and Asbestos Fees, are collected by the Health Department. They are level-funded at $44,500.
- Public Works Fees - these consist primarily of street cutting permits and are level-funded at $77,000.
- On-Line Parking Ticket Convenience Fee - this is derived from the $1.99 convenience fee charged to users of the On-Line Parking Ticket Payment application. (The fee is added to the fine amount in an effort to fully recover the costs of the application.) This is level funded at $104,040.
- Parking Fees - these fees include revenues from various parking permits, including the residential and commercial permit parking programs and municipal parking space rentals. They are level funded at $591,700.
- Medicaid Reimbursement (Schools) - this is the Medicaid reimbursement for medical services provided to qualified Brookline special education students. It is increased $124,987 (24.5%) to $634,496.
- Library - these consist of overdue fines and miscellaneous fees and are level-funded at $80,000.
- Detail Surcharge - this represents the 10% surcharge imposed on private police detail rates, the maximum percentage allowed under Massachusetts General Law, Chapter 44, Section 53C. It is level-funded at $200,000.
- Cable Television Franchise Fee - this is a 3% tax on the gross receipts of the local cable television companies. It level-funded at $600,000.
- Pension Reimbursement - this includes the annual reimbursement from the State for cost of living adjustments (COLA's) for Brookline's non-contributory retirees. It is level-funded at $3,000.

REVENUE SOURCE	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2019 ESTIMATE	FY2020 BUDGET	BUDGET INCREASE $$	%
Public Safety	76,669	62,062	62,000	62,000	62,000	0	0.0%
Parking Meter Receipts	0	5,292,667	5,150,000	5,150,000	5,150,000	0	-
Health and Sanitation	55,406	54,071	44,500	44,500	44,500	0	0.0%
Public Works	110,715	98,087	77,000	77,000	77,000	0	0.0%
On-Line Parking Ticket Convenience Fee	99,986	71,608	104,040	104,040	104,040	0	0.0%
Parking Fees	849,663	732,697	591,700	591,700	591,700	0	0.0%
Medicaid Reimbursement (Schools)	699,591	824,635	509,509	509,509	634,496	124,987	24.5%
School Department	0	0	75,000	75,000	0	(75,000)	-100.0%
Library	80,191	80,209	80,000	80,000	80,000	0	0.0%
Detail Surcharges	386,205	452,946	200,000	200,000	200,000	0	0.0%
Cable TV Franchise	614,795	641,337	600,000	600,000	600,000	0	0.0%
Pension Reimbursement	7,142	3,490	3,000	3,000	3,000	0	0.0%
Total	2,980,364	8,313,809	7,496,749	7,496,749	7,546,736	49,987	0.7%

STATE AID SUMMARY

Since the passage of Proposition 2 ½, municipalities have been dependent upon the State to provide an equitable share of all growth tax revenues, which include income, sales, and corporate taxes. Since the intergovernmental relationship between municipalities and the State is a vital component of a municipality's ability to fund the delivery of services, any reductions in State Aid could well lead to service cuts at the local level. This is especially true in Massachusetts, where the only local tax revenue is property tax; no local sales (other than the 0.75% allowed on meals) or income taxes are allowed under current law. Therefore, it is important that the State and municipalities work toward an equitable distribution of state revenue.

After sustaining major cuts in the early-1990's, local aid began to increase significantly in FY94 when the Legislature adopted a major Education Reform bill. Another source of the increase was Lottery revenue, which began in FY93 when the cap on disbursements to municipalities was phased out. (The cap was put into effect in the early-1990's to help balance the State budget.) Unfortunately, reductions in State Aid began a decade later in FY03, both for Cherry Sheet programs (e.g., Education Aid, General Government Aid) and discretionary grant programs (e.g., Education Grants, MWRA Debt Assistance). The cuts came as the State grappled with consecutive multi-billion dollar deficits. At the beginning of FY02, Cherry Sheet aid totaled $5.14 billion; by FY04, it had been reduced by more than 6% ($327.9 million) to $4.81 billion. For Brookline, over this same period Cherry Sheet aid was cut by 15% ($2.9 million) to $17.1 million.

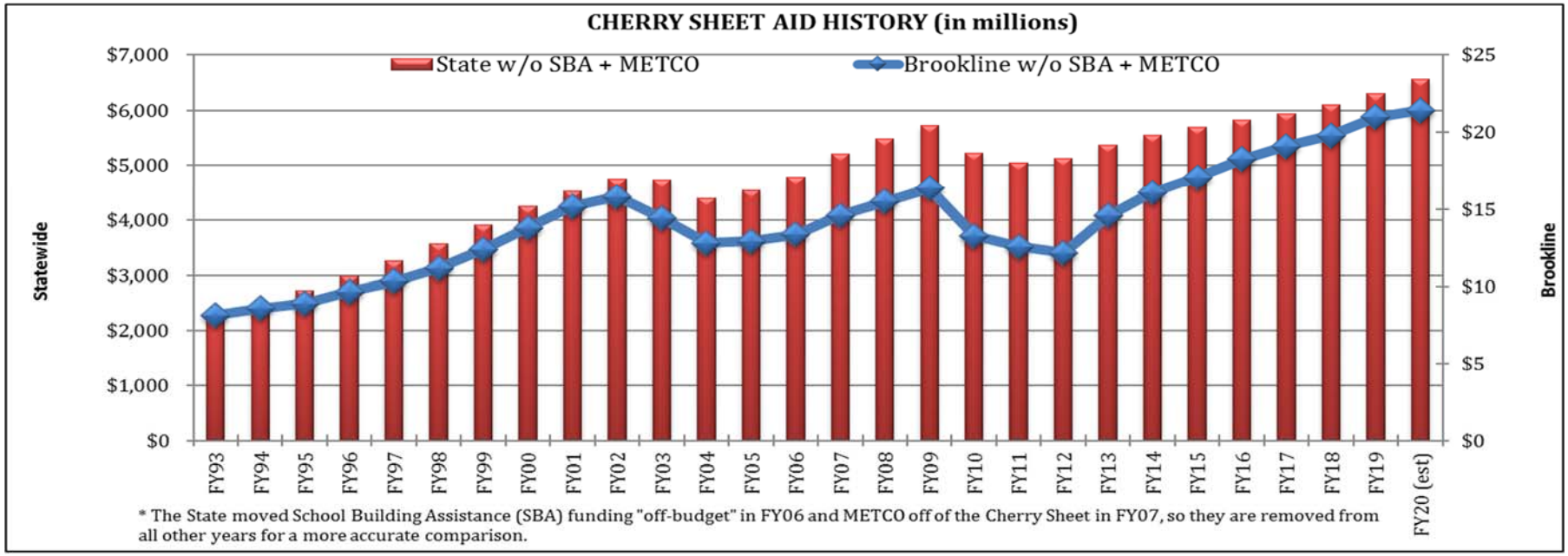
The final FY05 State budget increased State Aid by $142.3 million (3%), but Brookline's State Aid increased by less than one-half of 1% ($44,000). In FY06, the State began restoring some of the cuts it imposed in FY03 and FY04. This restoration continued into FY09, until the Governor announced $128 million of mid-year "9C cuts" to Lottery and Additional Assistance in January, 2009, which reduced aid for Brookline by $770,000. In FY10, the Town sustained a devastating State Aid cut of $3.1 million (19%), followed by cuts of $700,213 (5.3%) in FY11 and $412,979 (3.3%) in FY12. In FY13, total Cherry Sheet Aid increased $254 million (5%) to $5.4 billion, driven mainly by increases in Chapter 70 Aid ($180 million, 4.5%) and Unrestricted General Government Aid (UGGA) ($65 million, 7.8%). For Brookline, Cherry Sheet Aid grew $2.4 million (20%), due to a $2 million (28.9%) increase in Ch. 70 Aid and a $388,275 (7.8%) increase in UGGA. Similarly, in FY14 total Cherry Sheet Aid increased $166 million (3%) to $5.5 billion, driven mainly by increases in Chapter 70 Aid ($130 million, 3.1%) and UGGA ($21.3 million, 2.4%). For Brookline, Cherry Sheet Aid grew $1.5 million (10.5%), due to a $1.4 million (15.9%) increase in Ch. 70 Aid and a $126,936 (2.4%) increase in UGGA.

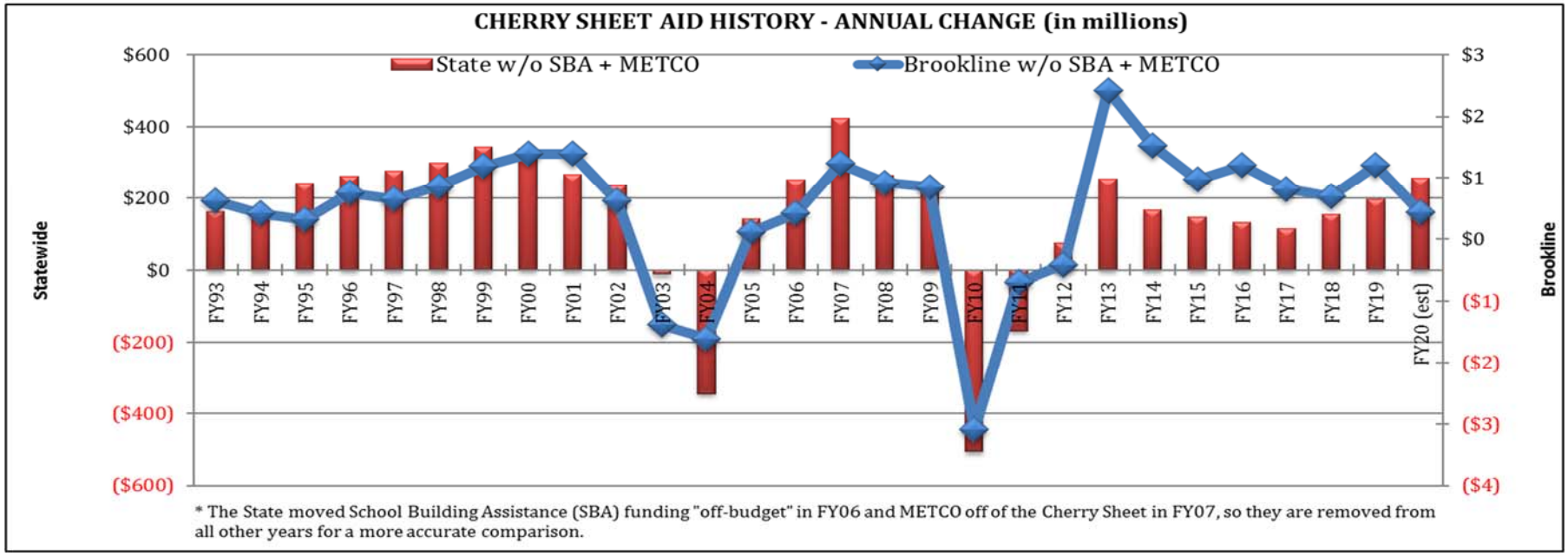
The Governor's FY20 $42.7 billion budget, House 1, recommends funding FY2020 Chapter 70 at $4.85 billion or $104.6 million higher than the FY2018 level, increases Unrestricted General Government Aid (UGGA) by $37.2 million to $1.098 billion, and level funds most other cherry sheet accounts at the FY2019 amounts.

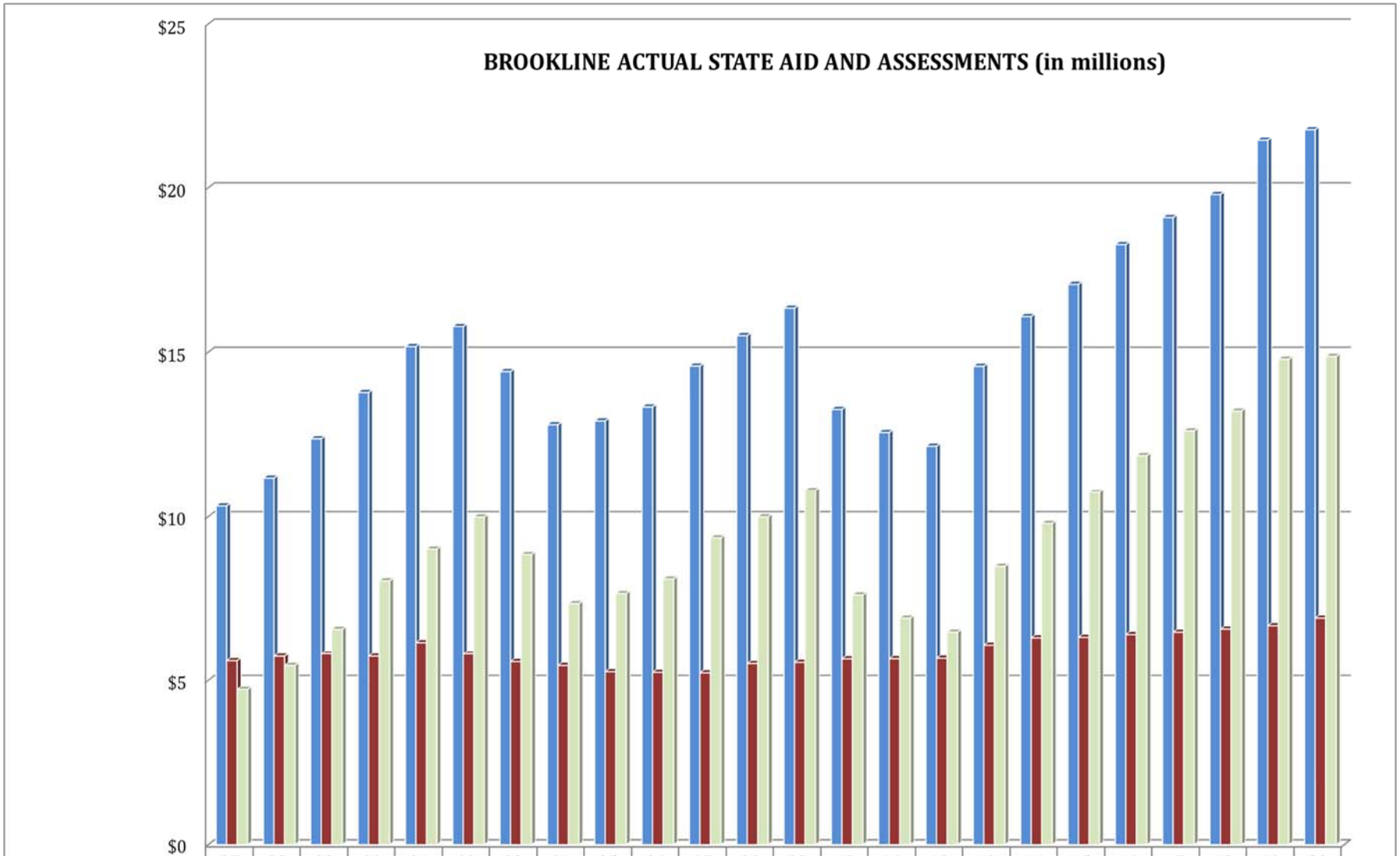
Since both the House and Senate need to offer their own versions of a FY20 budget, it is likely that a final State Aid figure will be different by the time a final FY20 State budget is approved.

REVENUE SOURCE	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2019 ESTIMATE	FY2020 BUDGET	BUDGET INCREASE $$	BUDGET INCREASE %
General Government Aid	6,216,528	6,652,829	6,645,199	6,645,199	6,825,378	180,179	2.7%
School Aid	12,803,192	13,232,356	14,781,524	14,781,524	14,931,341	149,817	1.0%
School Construction Aid	556,757	556,757	556,757	556,757	434,662	(122,095)	-21.9%
Tax Exemptions	39,720	40,277	40,779	40,779	29,174	(11,605)	-28.5%
Education Offset Items	89,197	86,983	88,500	88,500	87,271	(1,229)	-1.4%
Total	19,705,394	20,569,202	22,112,759	22,112,759	22,307,826	195,067	0.9%

TOWN OF BROOKLINE FY2020 FINANCING PLAN	FUND: General Fund	REVENUE GROUP: State Aid SUB-GROUP: State Aid Summary







	97	98	99	00	01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16	17	18	19	20 est
STATE AID	10.33	11.19	12.38	13.78	15.17	15.80	14.42	12.81	12.92	13.34	14.58	15.50	16.36	13.27	12.57	12.16	14.57	16.10	17.08	18.28	19.10	19.80	21.47	21.79
ASSESSMENTS	5.60	5.74	5.81	5.74	6.16	5.81	5.57	5.45	5.26	5.24	5.23	5.51	5.55	5.65	5.66	5.67	6.09	6.31	6.33	6.41	6.48	6.58	6.68	6.91
NET STATE AID	4.73	5.45	6.57	8.04	9.01	9.99	8.84	7.35	7.66	8.10	9.35	9.99	10.81	7.62	6.91	6.48	8.49	9.79	10.75	11.87	12.62	13.22	14.79	14.87

UNRESTRICTED GENERAL GOVERNMENT AID (UGGA)

Prior to FY10, unrestricted general government aid consisted of Additional Assistance and Lottery. Additional Assistance was intended to provide flexible unrestricted aid to cities and towns. In the 1980's, the Legislature adopted a needs-based formula to allocate the then-new Resolution Aid. Prior to the Education Reform Act of 1993, additional aid was the difference between Chapter 70 Aid and the needs-based Resolution Aid. After the Education Reform Act was enacted, Additional Assistance became a static Cherry Sheet program, but nonetheless considered a critical component of the "base aid" for the 159 eligible cities and towns. Proceeds from the State Lottery, net of prizes and expenses, are intended to be distributed to cities and towns through a formula that is meant to be "equalizing", which means that communities with lower property values receive proportionately more aid than communities with higher values. The formula is based on population and Equalized Property Valuations (EQV), shown below:

LOTTERY AID = (State Wide EQV Per Capita/Local EQV Per Capita) x $10 per Capita

In FY10, the final State budget eliminated the separate accounts and replaced them with a single Unrestricted General Government Aid (UGGA) account and cut them by $377 million (29%) statewide, which meant a loss of $2.3 million for Brookline. Historically, Additional Assistance sustained significant cuts during State budget crises. In FY90, the account stood at $765 million statewide but was cut to $476.3 million by FY92. By FY04, it was at $378.5 million, ultimately reaching $341.6 million in FY09. Similarly, Brookline's share dropped from $6.9 million in FY90 to $3.2 million by FY09.

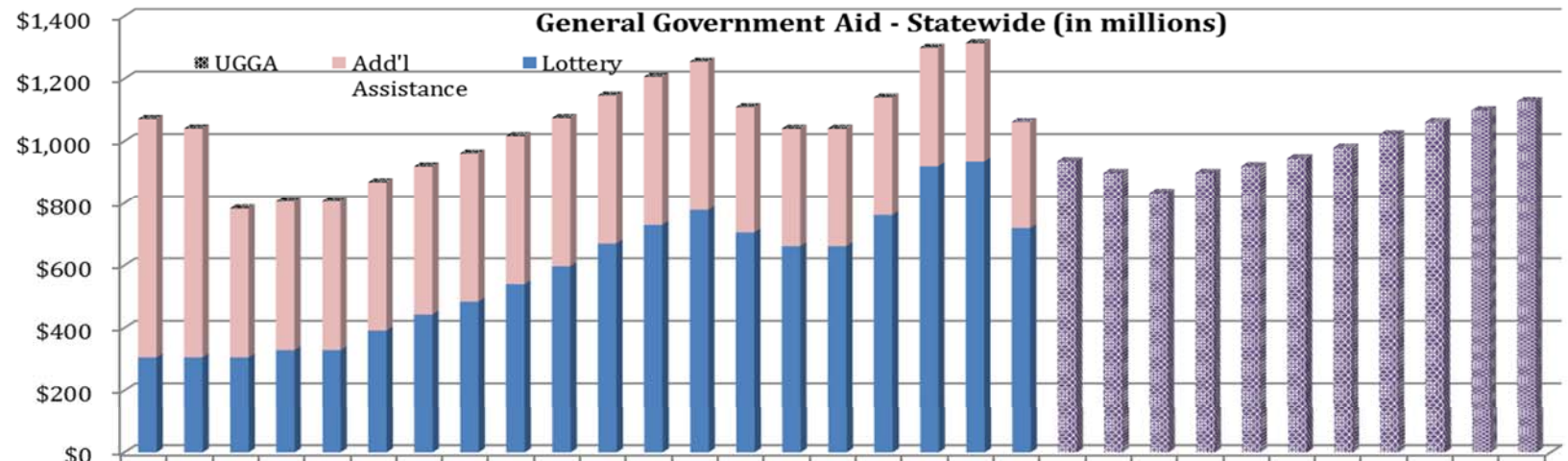
The Lottery account was also used to help balance the State budget. In FY90, the State placed an artificial cap on the distributions to cities and towns and used the balance of the revenues for State budgetary purposes in disregard of the original Lottery enabling legislation. In FY91 and FY92, the Legislature capped the Lottery distributions at $306 million, the FY90 level. By FY94, it reached $329 million, at which point the "diversion" totaled $170 million. In FY95, the Legislature authorized an additional $42 million and pledged to continue to add, in the minimum, $20 million per year for the next four years to restore the previously diverted growth proceeds. This commitment expired with the FY00 distribution, which totaled $670 million. In FY01, Lottery proceeds increased to $730 million and in FY02 it increased further to $778 million. During this period, Brookline's share of Lottery proceeds increased 73%, from $2.3 million to $3.98 million. In January, 2003, the State again began to divert Lottery revenue when the Governor issued his mid-year cuts, which included reducing the amount of Lottery revenue sent to municipalities to $661.4 million. Starting in FY06, the diversion began to be reduced and total Lottery proceeds sent to municipalities reached $935 million in FY08, with Brookline's share ultimately increasing from $3.6 million to $4.4 million. Unfortunately, mid-year FY09, Lottery proceeds were cut again, to $843.9 million, with Brookline's share dropping to $4 million.

As previously stated, the final FY10 State budget eliminated the separate accounts and replaced them with a single Unrestricted General Government Aid (UGGA) account and cut them by $377 million (29%) statewide and by $2.3 million for Brookline. Cuts were also sustained in FY11 ($37.4 million, 4%; $223,751 for Brookline) and FY12 ($65 million, 7.2%; $388,275 for Brookline). FY13-FY18 saw some of those cuts restored, with $65 million added in FY13 (a 7.8% increase), $21.3 million added in FY14 (a 2.4% increase), $25.5 million added in FY15 (a 2.8% increase), $34.1M added in FY16 and $42.1M added in FY17. For Brookline, the increases in those years were $388,275 (FY13), $126,936 (FY14), $152,441 (FY15), $203,379 (FY16) $251,670 (FY17) $238,074 (FY18). Based on the Governor's FY20 budget proposal UGGA is increased 2.7% which results in a $177,242 increase for Brookline.

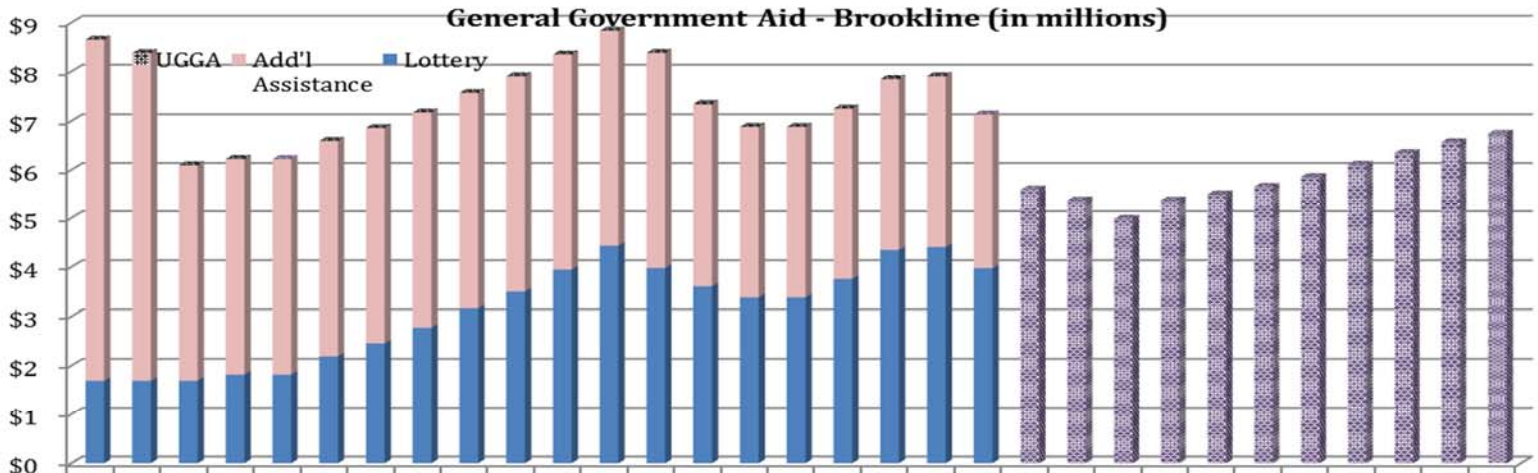
The graphs on the following page show the history of General Government Aid, both statewide and for Brookline.

REVENUE SOURCE	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2019 ESTIMATE	FY2020 BUDGET	BUDGET INCREASE $$	%
Unrestricted General Government Aid (UGGA)	6,104,455	6,564,518	6,564,518	6,564,518	6,741,760	177,242	2.7%
Veteran's Benefits	112,073	88,311	80,681	80,681	83,618	2,937	3.6%
Total	6,216,528	6,652,829	6,645,199	6,645,199	6,825,378	180,179	2.7%

TOWN OF BROOKLINE	FUND: General Fund	REVENUE GROUP: State Aid SUB-GROUP: General Government



	FY90	FY91	FY92	FY93	FY94	FY95	FY96	FY97	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20 (est)
UGGA	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	936.	899.	834.	899.	920.	945.	979.	1,02	1,06	1,09	1,12
Add'l Assistance	765.	734.	476.	476.	476.	476.	476.	476.	476.	476.	476.	476.	476.	403.	378.	378.	378.	378.	378.	341.	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Lottery	306.	306.	306.	329.	329.	391.	442.	484.	539.	597.	670.	730.	778.	705.	661.	661.	761.	920.	935.	719.	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0



	FY90	FY91	FY92	FY93	FY94	FY95	FY96	FY97	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20 (est)
UGGA	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	5.6	5.4	5.0	5.4	5.5	5.6	5.9	6.1	6.3	6.6	6.7
Add'l Assistance	7.0	6.7	4.4	4.4	4.4	4.4	4.4	4.4	4.4	4.4	4.4	4.4	4.4	3.7	3.5	3.5	3.5	3.5	3.5	3.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Lottery	1.7	1.7	1.7	1.8	1.8	2.2	2.5	2.8	3.2	3.5	3.9	4.4	4.0	3.6	3.4	3.4	3.8	4.3	4.4	4.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

VETERANS' BENEFITS

Chapter 115, Section 6, provides for reimbursement to communities for amounts expended to assist needy veterans and/or their dependents. Benefits paid out in accordance with state guidelines and approved by the Commissioner of Veterans' Services are reimbursed 75%. The Governor's FY20 budget proposal results in an increase of $2,937 (3.6%) for Brookline.

SCHOOL AID - CHAPTER 70

Chapter 70 Aid was revised in FY94 as a result of the historic enactment of the Education Reform Act of 1993. Education reform was undertaken in an effort to ensure both fair and adequate funding through a universal "foundation budget" formula to establish base spending levels for all of the Commonwealth's public school systems. The law seeks to ensure a constitutionally adequate educational opportunity for all public school students regardless of the property wealth of the community in which they live. Fundamental to the goal of funding equity is the creation of a school finance structure that includes a base spending level that becomes an annual spending target known as the Foundation Budget. Over a seven-year period ending in FY00, through increased state and local funding, all communities were expected to bring their education spending up to the minimum foundation budget level.

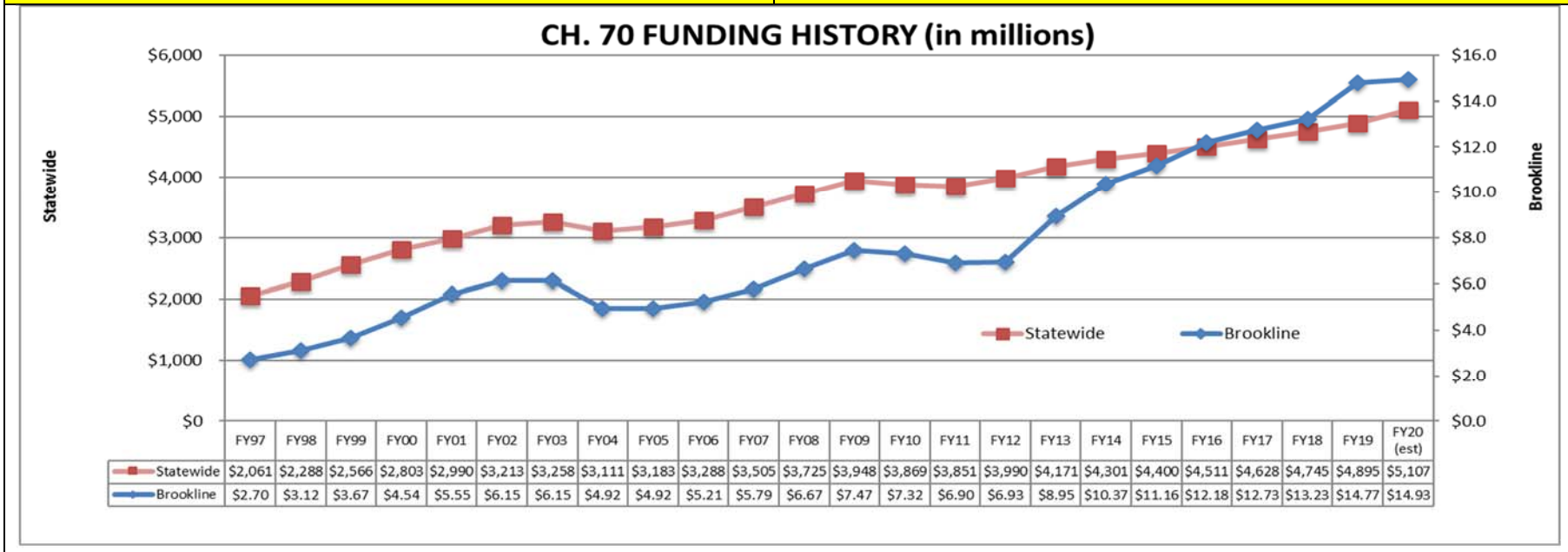
The reform legislation targeted the majority of funds to poorer communities and required them to increase school spending. School districts with relatively higher property wealth, such as Brookline, tended to be classified as "Minimum Aid" communities and were originally entitled to a minimum increase of $25 per student. The Legislature changed this to $100 per student for FY99, $150 per student for FY00, and $175 per student for FY01. Starting in FY07, the State moved to the "Aggregate Wealth Model" to distribute new Ch. 70 monies. This complex distribution formula aims to move all districts toward receiving at least 17.5% of their foundation budget in State aid.

Between FY93 and FY03, the amount of Ch. 70 aid appropriated by the State increased significantly, as the charts on the following page show. Total funding increased nearly 153%, going from $1.29 billion in FY93 to $3.26 billion in FY03. For Brookline, during that same period, funding increased $4.7 million (316%), increasing from $1.48 million to more than $6 million. In FY04, the State reduced Ch. 70 funding by more than $147 million (1.5%), with Brookline losing $1.2 million, or 20%. Between FY05 - FY09, there were statewide annual increases in the $100 million - $200 million (2% - 6%) range, totaling $837.7 million (26.9%), bringing the total appropriation to $3.95 billion. For Brookline, the increase during that period totaled $2.6 million (51.8%), bringing the Town's appropriation to $7.5 million. That trend changed in FY10, when Chapter 70 funding was cut by $79 million, or 2%. For Brookline, the reduction was $149,463 (2%). In FY11, statewide funding was cut another $18.7 million (0.5%), with Brookline losing $427,849 (5.8%). In FY12, funding was increased $139.6 million (3.6%) to $3.99 billion, with Brookline's appropriation increasing $37,020 (0.5%).

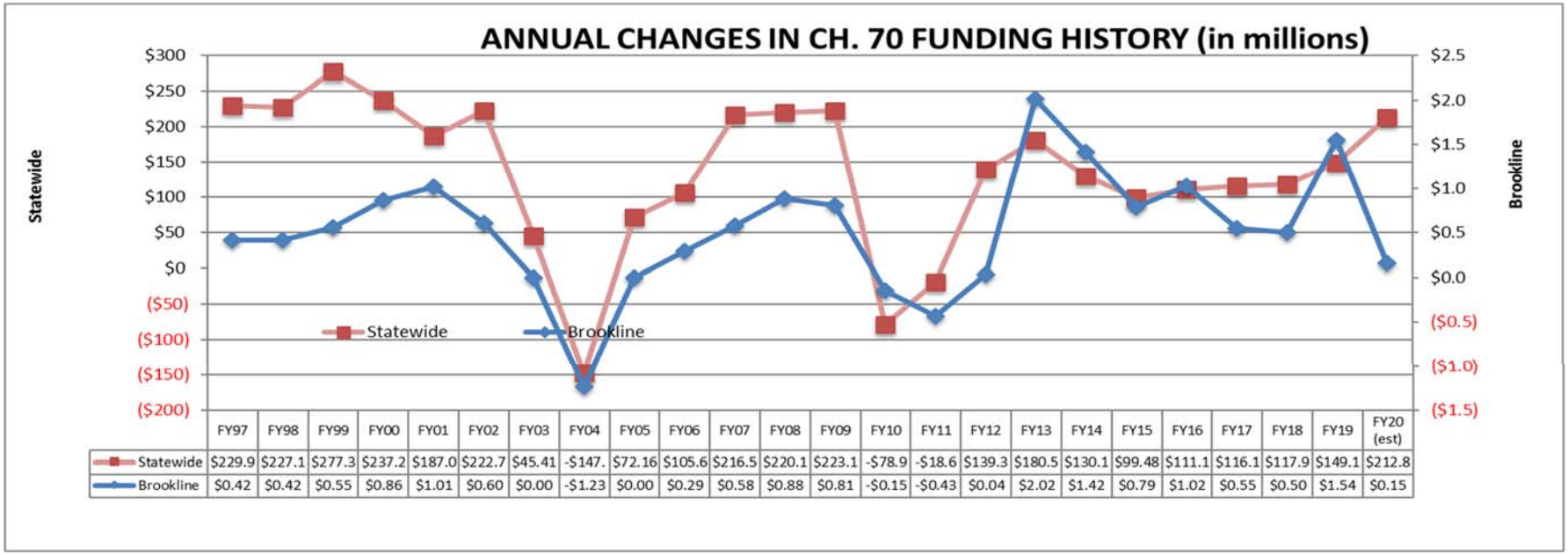
In the FY13 – FY19 period, total funding was increased $904.6 million to statewide funding of $4.9 billion. For Brookline, the Ch. 70 aid rose by $7.8 million during that same time period. The Governor's FY20 budget brings statewide funding to $5.1B, an increase of $212.8 million (4.3%). For Brookline, there is an increase of $154,740 (1%) to $14.9 million.

REVENUE SOURCE	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2019 ESTIMATE	FY2020 BUDGET	BUDGET INCREASE $$	BUDGET INCREASE %
School Aid Chapter 70	12,729,627	13,229,766	14,774,677	14,774,677	14,929,417	154,740	1.0%
School Construction Aid	556,757	556,757	556,757	556,757	434,662	(122,095)	-21.9%
Charter Tuition Assessment Reimbursement	24,419	3,572	6,847	6,847	1,924	(4,923)	-71.9%
Total	13,310,803	13,790,095	15,338,281	15,338,281	15,366,003	27,722	0.2%

TOWN OF BROOKLINE FY2020 FINANCING PLAN	FUND: General Fund	REVENUE GROUP: State Aid SUB-GROUP: School Aid



	FY97	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20 (est)
Statewide	$2,061	$2,288	$2,566	$2,803	$2,990	$3,213	$3,258	$3,111	$3,183	$3,288	$3,505	$3,725	$3,948	$3,869	$3,851	$3,990	$4,171	$4,301	$4,400	$4,511	$4,628	$4,745	$4,895	$5,107
Brookline	$2.70	$3.12	$3.67	$4.54	$5.55	$6.15	$6.15	$4.92	$4.92	$5.21	$5.79	$6.67	$7.47	$7.32	$6.90	$6.93	$8.95	$10.37	$11.16	$12.18	$12.73	$13.23	$14.77	$14.93



	FY97	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20 (est)
Statewide	$229.9	$227.1	$277.3	$237.2	$187.0	$222.7	$45.41	-$147.	$72.16	$105.6	$216.5	$220.1	$223.1	-$78.9	-$18.6	$139.3	$180.5	$130.1	$99.48	$111.1	$116.1	$117.9	$149.1	$212.8
Brookline	$0.42	$0.42	$0.55	$0.86	$1.01	$0.60	$0.00	-$1.23	$0.00	$0.29	$0.58	$0.88	$0.81	-$0.15	-$0.43	$0.04	$2.02	$1.42	$0.79	$1.02	$0.55	$0.50	$1.54	$0.15

SCHOOL CONSTRUCTION AID

In 2004, the State enacted a major overhaul of the School Building Assistance (SBA) program, which provides for the partial reimbursement of the costs of local school construction projects. By the late-1990's, the level of local participation began to outstrip the State's ability to finance the program. In FY04, more than $400 million was appropriated to fund the program, an amount that was more than double the amount required in FY97. (Brookline's share increased nearly $3 million, or 479%, during the same period.) Therefore, on July 1, 2003, the State put in place a moratorium that assured a.) none of the 425 approved projects on the wait list would be funded and b.) no new projects could be added to the wait list. The moratorium ended on July 1, 2007.

The Massachusetts School Building Authority (MSBA), an independent state authority, was created to operate the new program, which is governed by a seven-member board led by the State Treasurer. The new law provided an "off-budget" revenue stream for future projects: roughly one cent of the sales tax revenue is dedicated to a special trust fund to finance the State's share of projects. Projects that were already receiving payments continued to receive annual reimbursement of principal and interest for the rest of the payment period for the project. For projects constructed under the new program, municipalities borrow only for the local share of any project and receive the State's share on a real-time basis rather than being repaid for principal and interest payments after-the-fact over the life of the bond (normally 20-25 years).

Reimbursement rates for all new projects were reduced by 10 percentage points. The reform legislation cut the "base rate" for all projects by eight points and eliminated the two incentive points that had applied to projects when a project manager was hired. (Separate construction reform legislation requires that a project manager be hired for all projects costing more than $1.5 million.) Separate reimbursement rules apply to racial balance projects. The maximum state reimbursement rate was reduced from 90% to 80% while the minimum state contribution was decreased from 50% to 40%. The minimum state contribution was further reduced in CY09, when the 40% minimum was stricken from the statute. A community's reimbursement rate is now totally dependent on the base rate plus income and poverty factors, as shown below:

Reimbursement Rate = 31% base rate + income factor + property wealth factor + poverty factor

There are incentive points that can be added for things such as re-use versus building new, energy efficiency/"green buildings", maintenance, regionalization, and use of "model schools".

Under the new program, the Town continues to receive payments under the existing schedule, which total $434,662 in FY20. That funding reimburses the Town for principal and interest costs for the following project:

1. Baker School - between FY03 and FY08, the Town received annual payments of $489,896. For FY09-FY12, the payments were $465,031 per year. For FY13-FY22, the payments will be $434,662 per year. (The amount was reduced after the bond was re-financed.) The total ($9.15 million) represents the State's 61% share of the project.

TAX EXEMPTION AID

Chapter 59, Section 5, includes so-called "clause exemptions" that provide property tax exemptions for veterans, blind persons, surviving spouses, elderly persons, and others. Each of these are detailed below:

Veterans - Chapter 59, Section 5, Clauses 22-22E provide for tax exemptions for veterans that meet certain criteria. The amount of the exemption ranges from $400 to $1,500. Chapter 58, Section 8A provides a total tax exemption to paraplegic veterans who have been certified as such by the Veterans Administration. Exemptions that qualify under these provisions are partially reimbursed by the State.

Blind Persons - Chapter 59, Section 5, Clause 37A, which was accepted by the Town, provides for a tax exemption of $500 for eligible blind persons. The State reimburses the Town $87.50 for each exemption granted.

Surviving Spouses and Others - Chapter 59, Section 5, Clause 17D, which was accepted by the Town, provides a tax exemption to persons over the age of 70, to minors with a parent deceased, or to widows or widowers. The amount of the exemption is $175. To be eligible, the person must meet certain requirements, including a provision that his/her total estate does not exceed $40,000 exclusive of the value of the domicile except so much of the domicile as produces income and exceeds two dwelling units. At the November, 2003 Special Town Meeting, the Town adopted the state statute that allows cities and towns to increase the $40,000 estate provision annually by a cost of living adjustment (COLA) as determined by the Commissioner of the Department of Revenue (DOR). The State partially reimburses the Town for this exemption.

Elderly Persons - Chapter 59, Section 5, Clause 41C, provides that a person who has reached his/her 70th birthday prior to the fiscal year for which an exemption is sought, and who owns and occupies property, may qualify for a tax exemption of $500 from the tax bill. In determining eligibility, gross income of said person for the preceding calendar year must be less than $13,000, if single, or if married, combined income must be less than $15,000. In addition, the whole estate, real and personal, less the value of the domicile, except so much of the domicile as produces income and exceeds two dwelling units, cannot exceed $28,000, if single, or, if married, combined income cannot exceed $30,000. If the applicant receives Social Security, a deduction is applied to determine income eligibility. At the November, 2003 Special Town Meeting, the Town adopted the state statute that allows cities and towns to increase the income and whole estate provisions annually by a cost of living adjustment as determined by the Commissioner of the Department of Revenue (DOR). Then at the 2011 Annual Town Meeting, further adjustments were made, including reducing the eligibility age to 65 and increasing the income and asset limits.

In FY19, the total appropriation for all of these exemption reimbursements was $25.3 million, with Brookline receiving $40,779. The Governor's FY20 budget increases this line item by $709K; Brookline's reimbursement on the preliminary Cherry Sheet is decreased to $29,174.

All of the above exemptions have been doubled annually by Town Meeting in accordance with Chapter 73, Section 4 of the Acts of 1986, as amended by Chapter 126 of the Acts of 1988.

REVENUE SOURCE	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2019 ESTIMATE	FY2020 BUDGET	BUDGET INCREASE $$	BUDGET INCREASE %
Veterans/Blind/Surviving Spouse	41,913	39,720	40,779	40,779	29,174	(11,605)	-28.5%
Total	41,913	39,720	40,779	40,779	29,174	(11,605)	-28.5%

TOWN OF BROOKLINE	FUND: General Fund	REVENUE GROUP: State Aid SUB-GROUP: Cherry Sheet Offsets

CHERRY SHEET OFFSETS

Cherry Sheet Offsets are amounts that constitute categorical aid and must be spent for specific municipal and regional school district programs. Funds received under programs designated as Offset items may be spent without appropriation in the local budget. The Library reserves the Public Libraries funds for direct expenditure. The Library uses the funds to augment the Town's appropriation.

Public Libraries – Public Libraries include three programs: the Library Incentive Grant (LIG), the Municipal Equalization Grant (MEG), and the Non-resident Circulation Offset. The LIG is intended to maintain and promote improved services. The MEG is meant to provide for some equalization amongst communities based upon their relative revenue raising capacities. Non-resident Circulation helps offset costs incurred through permitting non-residents access to the community's library facilities.

Three different funding formulas are used to distribute these funds. The LIG formula provides for $0.50 per capita to communities who have populations over 2,500 and who have appropriated at least $1,250 for public library services during the preceding year. The MEG formula is the same as the lottery formula, which is related to a community's comparative wealth and can be found on page III-26. The Non-resident Circulation Offset is determined annually by the (State) Board of Library Commissioners, based upon each community's share of the total statewide-circulated items. The Governor's FY20 budget decreases this line item by $250,000 with Brookline receiving $87,271 a $1,229 (1.4%) decrease.

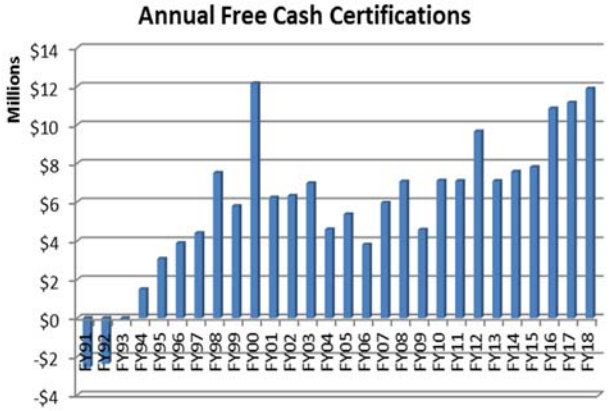
REVENUE SOURCE	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2019 ESTIMATE	FY2020 BUDGET	BUDGET INCREASE $$	%
Public Libraries	89,197	86,983	88,500	88,500	87,271	(1,229)	-1.4%
Total	89,197	86,983	88,500	88,500	87,271	(1,229)	-1.4%

TOWN OF BROOKLINE FY2020 FINANCING PLAN	FUND: General Fund	REVENUE GROUP: Free Cash

FREE CASH

Free Cash, which is certified as of July 1 each year by the Commonwealth's Department of Revenue (DOR), represents the portion of General Fund surplus revenue that is unrestricted and available for appropriation. Free Cash is generated when the actual operating results compare favorably with the budget, such as when actual revenues exceed the original estimates and/or when actual expenditures are less than appropriated. It is also affected by increases or decreases in uncollected property taxes, non-General Fund deficit balances, and any other legally incurred operating deficits. These funds, once certified, may be used to support supplemental appropriations during the year, to support the ensuing fiscal year's budget, or to reduce the tax levy. The Town's Free Cash Policy, which can be found in its entirety in the Appendix of this Financial Plan, prioritizes the use of Free Cash in the following manner:

1. Budget Reserve – 25% of the annual reserve fund
2. Unreserved Fund Balance / Stabilization Fund – maintain at a minimum of 10% of revenue
3. Liability / Catastrophe Fund – maintain at 1% of net revenue
4. Capital Improvement Program (CIP) – bring CIP funding up to 7.5% from the 6% CIP Policy
5. Affordable Housing Trust Fund (AHTF) – deposit if the fund balance is less than $5 million
6. Special Use – augment trust funds related to fringe benefits, unfunded liabilities related to employee benefits, and other one-time uses, including additional funding for the CIP



From FY91 through FY93, Free Cash was certified with negative balances, as can be seen in the graph above. Very tight budgeting and unusually large delinquent tax balances created this situation. This condition began to improve in FY94. Since then, the combination of adopting prudent fiscal policies, more conservative revenue estimates, and closely monitoring expenditures have contributed to the favorable levels of Free Cash. The Free Cash certification for funds available for use in FY19 (i.e., Free Cash as of 7/1/17) is $11,881,257. However, as discussed in the Town Administrator's Budget Message, this Financial Plan spends $9.1 million, leaving $2.6 million unappropriated to help improve the Town's undesignated fund balance position. The breakout below shows where Free Cash is allocated in accordance with the Town's Free Cash policy.

REVENUE SOURCE	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2019 ESTIMATE	FY2020 BUDGET	BUDGET INCREASE $$	BUDGET INCREASE %
Free Cash appropriated for:							
Operating Budget Reserve Fund	587,184	615,003	637,218	637,218	672,373	35,155	5.5%
Stabilization Fund						0	-
Liability Reserve	144,322	203,644	456,762	456,762	389,700	(67,062)	-14.7%
Capital Improvements	4,421,493	6,058,567	5,977,194	5,977,194	6,719,184	741,990	12.4%
Affordable Housing Trust Fund	158,539	576,803	545,112	545,112	200,000	(345,112)	-63.3%
OPEB's	0	600,000	600,000	600,000	600,000	0	-
Public Safety IOD Medical Expenses Trust Fund	0	0	0	0	0	0	-
Worker's Comp. Trust Fund	0	0	0	0	200,000	200,000	-
Pension Fund	0	300,000	300,000	300,000	300,000	0	-
Unemployment Trust Fund	0	0	0	0	0	0	-
Operating Budget	0	0	0	0	0	0	-
Total	5,311,538	8,354,017	8,516,286	8,516,286	9,081,257	564,971	6.6%

OTHER AVAILABLE FUNDS

Other Available Funds are derived from legally restricted funds and can only be used to offset related appropriations. The anticipated amount available to defray FY20 appropriations is $3.19 million, a decrease of $2,983,948 (48.3%) from the amount available in FY19.

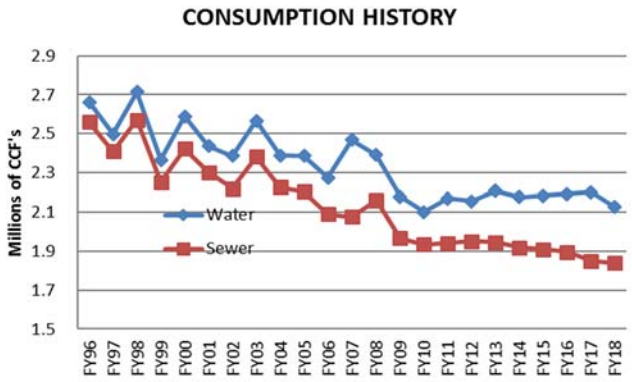
1. **Parking Meter Receipts** – the Municipal Modernization Act now allows revenue generated from parking meters to revert to the city or town's general fund. This item became a Local Receipt in FY18.
2. **Walnut Hills Cemetery Funds** - these are receipts from the sale of lots and services. The transfer from these funds to the General Fund is to reimburse the General Fund for a portion of the expenses associated with the operation of the cemetery, which is funded in the DPW budget. It level-funded at $100,000, which covers approximately 34% of cemetery operating costs.
3. **Golf Enterprise Fund Reimbursement** - this reimbursement to the General Fund consists of the fringe benefit costs associated with those employees whose salaries are charged to the Enterprise Fund, supervision/overhead, re-payment of both the FY01 Town loan (operating losses) and the FY13 Town loan (new maintenance facility), and property insurance. The reimbursement increases $92,670 (44.8%) to $299,683.
4. **Recreation Revolving Fund Reimbursement** - this reimbursement to the General Fund represents the fringe benefit costs associated with those employees whose salaries are funded in the Revolving Fund. Massachusetts General Law, Chapter 44, Section 53E ½, the statute under which the Recreation Revolving Fund was established, mandates that "[N]o revolving fund expenditures shall be made for the purpose of paying any wages or salaries for full time employees unless such revolving fund is also charged for the costs of fringe benefits associated with the wages or salaries so paid." Therefore, with full-time employees being charged to the fund, fringe benefits must be charged. The FY20 reimbursement increases $119,478 (34%) to $471,027.
5. **Water and Sewer Enterprise Fund Reimbursement** - this reimbursement to the General Fund consists of fringe benefits and certain interdepartmental expenses. The reimbursement increases $3,904 (0.2%) to $2.32 million.
6. **Tax Abatement Reserve Surplus** - also known as the Overlay Reserve Surplus, the Town's Fiscal Policies dictate that these funds be used to support one-time expenses. No such funding is planned for FY20.
7. **Capital Project Surplus** - Remaining balances from previously appropriated capital projects can be used to support the CIP. No such use is planned for FY20.
8. **Sale of Town-owned Land Fund** - Chapter 44, Section 63 of Massachusetts General Laws requires the proceeds from the sale of any publicly-owned land, except for property acquired through tax title foreclosures, be placed in a separate fund and be used for paying any debt service associated with the acquisition of the land. If no indebtedness exists, then the proceeds can be used for any purpose for which a municipality is authorized to incur debt. No funds from this revenue source are planned for FY20.

REVENUE SOURCE	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2019 ESTIMATE	FY2020 BUDGET	BUDGET INCREASE $$	%
Parking Meter Receipts	5,150,000	161,040	1,900,000	1,900,000	0	(1,900,000)	-
Walnut Hill Cemetery Fund	75,000	100,000	100,000	100,000	100,000	0	0.0%
Golf Enterprise Fund Reimbursement	182,098	179,991	207,013	207,013	299,683	92,670	44.8%
Recreation Revolving Fund Reimbursement	375,900	375,690	351,549	351,549	471,027	119,478	34.0%
Water and Sewer Enterprise Fund Reimbursement	2,057,070	2,233,725	2,314,117	2,314,117	2,318,021	3,904	0.2%
Tax Abatement Reserve Surplus	0		0	0	0	0	-
Capital Project Surplus	0		0	0	0	0	-
Sale of Town-owned Land Fund	0		0	0	0	0	0.0%
Total	7,840,067	3,050,446	4,872,678	4,872,678	3,188,731	(1,683,948)	-34.6%

WATER AND SEWER ENTERPRISE

The Department of Public Works is responsible for the operation of the Water and Sewer Division. The Division is responsible for maintaining and operating the municipal water distribution system in accordance with industry standards promulgated by the American Water Works Association and all applicable state and federal regulations, as well as for maintaining and operating the municipal sewer and surface water drain systems in accordance with all applicable state, federal, and MWRA regulations for the collection and discharge of wastewater.

The operation is treated as an enterprise fund under Massachusetts General Laws, Ch. 44, Sec. 53F½ . The Enterprise Fund was established by Town Meeting in 2001. Prior to that vote, the Water and Sewer operation was accounted for in the General Fund. Treating the operation as an enterprise fund allows for the use of the full accrual basis of accounting, a requirement of the Government Accounting Standards Board's (GASB) financial reporting standard statement #34. The Enterprise Fund fully reimburses the General Fund for expenses incurred on behalf of its operation, including fringe benefits. The Fund covers 100% of its expenses. Early indications are that the costs for water and sewer services for FY20 will increase $6,262 from FY19. The increase is driven primarily by a decrease in Debt Service ($320K) and the use of retained earnings in FY19, but not in FY20 to fund Capital ($430K).



Consumption plays a major role in the financial condition of the Enterprise Fund: when consumption estimates (i.e., sales estimates) are not met, revenue is not generated at the estimated levels and a revenue deficit occurs. As shown in the chart to the right, there has been a gradual decrease in consumption, although it appears to have leveled-off recently. This trend is factored in each year when the new rates are set. In order to reduce the revenue volatility resulting from swings in consumption, a new rate structure was enacted by the Select Board in FY12 that included a base fee, which took approximately one-third of the rate off of consumption dependence. As a result, if there is a significant reduction in consumption during the course of the fiscal year, then approximately one-third of the revenue is not impacted. The new rate structure also included tiered rates, with the first seven hundred cubic feet (hcf) being charged at a lower rate than any consumption above that level.

Please see the Enterprise Fund section of the Department of Public Works' budget in Section IV of this Financial Plan for a breakdown of the expenditures associated with the Water and Sewer Division.

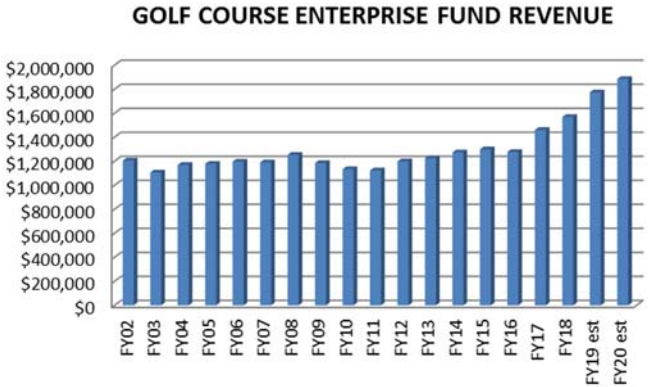
REVENUE SOURCE	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2019 ESTIMATE	FY2020 BUDGET	BUDGET INCREASE $$	BUDGET INCREASE %
Water and Sewer Charges	28,975,487	26,541,900	27,661,809	27,661,809	28,086,975	425,166	1.5%
Late Payment Fees	101,805	92,494	80,000	80,000	80,000	0	0.0%
Service Fees	233,016	183,437	115,500	115,500	115,500	0	0.0%
Fire Service Fee	251,148	235,129	225,000	225,000	225,000	0	0.0%
Misc	28,563	23,741	472,000	472,000	57,000	(415,000)	-87.9%
Gross Total	29,590,019	27,076,701	28,554,309	28,554,309	28,564,475	10,166	0.0%
less Reimbursement to the General Fund	2,057,070	2,233,725	2,314,117	2,314,117	2,318,020	3,904	0.2%
Net Total	27,532,949	24,842,976	26,240,192	26,240,192	26,246,455	6,262	0.0%

TOWN OF BROOKLINE FY2020 FINANCING PLAN	FUND: Enterprise Fund	REVENUE GROUP: Golf Course

GOLF COURSE ENTERPRISE

The Recreation Department is responsible for the operation of the Town-owned Robert T. Lynch Municipal Golf Course at Putterham Meadows. In doing so, the Department collects golf course revenues for green fees, golf cart rentals, concessions, and Pro Shop sales that are deposited into the Golf Course Enterprise Fund, as allowed for under Massachusetts General Laws, Ch. 44, Sec. 53F½ . The golf course operation has been treated as an enterprise fund since FY91. Treating the operation as an enterprise fund allows for the use of the full accrual basis of accounting, a requirement of the Government Accounting Standards Board's (GASB) financial reporting standard statement #34. The Enterprise Fund fully reimburses the General Fund for expenses incurred on behalf of the golf operation, including fringe benefits.

In FY20, collections are estimated to total $1.88 million, an increase of $111,746 (6.3%) from the FY19 budget, driven primarily by an increase in the estimate of the number of rounds played (greens fees and cart rentals) and an anticipated increase in greens fees. This reflects the experience of the past golf season, which is due, in part, to the significant capital improvements that have been completed at the course, including extensive drainage restoration and bunker renovation. In addition, the activity from the recently completed driving range is reflected in the revenue estimate with additional bays coming online this past year. Lastly, the Fund is using retained earnings to pay off one of the loans the Fund has with the Town two years earlier than planned. Please see the Enterprise Fund section of the Recreation Department's budget in Section IV of this Financial Plan for a breakdown of the expenditures associated with the Golf Course.



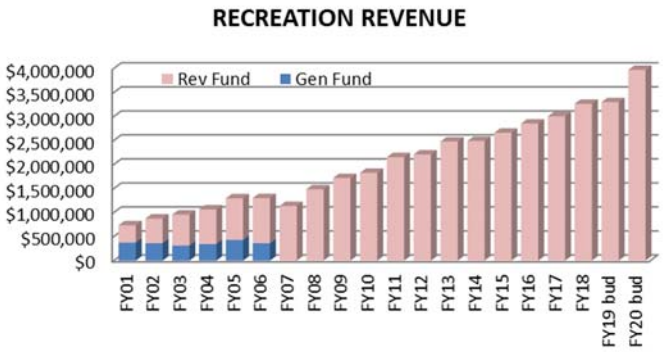
REVENUE SOURCE	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2019 ESTIMATE	FY2020 BUDGET	BUDGET INCREASE $$	%
Green Fees / Permits	883,501	941,043	997,000	997,000	1,029,787	32,787	3.3%
Cart Rentals	199,738	225,082	238,000	238,000	247,000	9,000	3.8%
Pro Shop	96,204	86,244	105,000	105,000	110,000	5,000	4.8%
Concessions	47,271	49,974	48,700	48,700	52,659	3,959	8.1%
Golf Clinics	30,868	29,930	26,000	26,000	34,000	8,000	30.8%
Other	203,119	236,278	358,000	358,000	411,000	53,000	14.8%
Gross Total	1,460,701	1,568,551	1,772,700	1,772,700	1,884,446	111,746	6.3%
less Reimbursement to the General Fund	182,098	179,992	207,013	207,013	299,683	92,670	44.8%
Net Total	1,278,603	1,388,559	1,565,687	1,565,687	1,584,763	19,076	1.2%

TOWN OF BROOKLINE	FUND: Revolving Fund	REVENUE GROUP: Recreation

RECREATION REVOLVING FUND

Established by Town Meeting in 1992 per the provisions of Massachusetts General Laws Chapter 44, Section 53E½ , the Recreation Revolving Fund holds the fees collected for the programs the Recreation Department sponsors. Prior to FY07, Recreation Department revenue was split between the General Fund and the Revolving Fund; from that point forward, all Recreation revenue has been deposited into the Revolving Fund. This was made possible by the passage of Chapter 79 of the Acts of 2005, which enabled the Town to have a revolving fund revenue ceiling equal to 2 1/2% of the property tax levy instead of the 1% ceiling imposed by the State statute.

Approved every year by Town Meeting as part of the annual appropriations article, the FY20 estimate for the Revolving Fund is $3.97 million, an increase of $671,843 (20.4%). Please see the Revolving Fund section of the Recreation Department's budget in Section IV of this Financial Plan for a breakdown of the expenditures associated with the programs accounted for under the Revolving Fund.



REVENUE SOURCE	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2019 ESTIMATE	FY2020 BUDGET	BUDGET INCREASE $$	%
Aquatic	573,878	699,375	633,434	653,834	683,834	50,400	8.0%
Eliot Center	143,890	174,776	159,383	159,383	179,383	20,000	12.5%
Environmental Programs	76,198	78,934	77,225	77,225	75,965	(1,260)	-1.6%
Ice Skating	179,364	152,715	194,197	203,197	203,197	9,000	4.6%
Off-Site Out of Town Trip	40,335	39,698	39,955	39,955	36,600	(3,355)	-8.4%
Outdoor Recreation	666,156	681,276	706,395	787,395	837,377	130,982	18.5%
Outdoor Athletics	278,410	296,524	305,502	305,502	306,364	862	0.3%
Soule Center	895,894	988,379	945,963	945,978	1,299,296	353,333	37.4%
Soule Gym	42,830	36,699	39,197	39,197	36,165	(3,032)	-7.7%
Tappan Facility	190,798	193,159	198,749	198,749	203,662	4,913	2.5%
Misc Revenue	(82,472)	(75,750)	0	0	110,000	110,000	-
Gross Total	3,005,280	3,265,785	3,300,000	3,410,415	3,971,843	671,843	20.4%
less Reimbursement to the General Fund	375,900	375,690	351,549	351,549	367,957	16,408	4.7%
Net Total	2,629,380	2,890,095	2,948,451	3,058,866	3,603,886	655,435	22.2%

TOWN OF BROOKLINE FY2020 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance PROGRAM: Select Board

PROGRAM DESCRIPTION

The Select Board is composed of five members who are elected for staggered three-year terms. As directors of the municipal corporation, they are vested with the general management of the Town. The Select Board initiate legislative policy by inserting articles in Town Meeting Warrants and then implement and enforce the votes subsequently adopted; establish town administrative policies; review and set fiscal guidelines for the annual Operating Budget and the six-year Capital Improvement Program (CIP); appoint department heads and members of many official boards and commissions; hold public hearings on important town issues and periodic conferences with agencies under their jurisdiction and with community groups; represent the Town before the State Legislature and in all regional and metropolitan affairs; and enforce Town by-laws and regulations. The Board also appoints the Town Administrator, who serves as the Chief Administrative Officer of the Town in accordance with the "Town Administrator Act" (Ch. 270 of the Acts of 1985, as amended).

The Select Board also serve as the licensing board responsible for issuing and renewing over 600 licenses in 20 categories, including common victualler, food vendor, liquor, lodging house, open-air parking lots, inflammables, and entertainment.

BUDGET STATEMENT

The FY20 budget increases $5,720 (0.8%). Personnel increases $5,720 (0.8%), due to an increase in Steps ($4,470) and in Longevity ($1,250).

PROGRAM COSTS - SELECT BOARD

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY19 vs. FY20 $ CHANGE	FY19 vs. FY20 % CHANGE
Personnel	706,824	700,906	706,626	5,720	0.8%
Services	6,224	7,080	7,080	0	0.0%
Supplies	5,293	4,000	4,000	0	0.0%
Other	17,573	17,600	17,600	0	0.0%
Capital	2,205	2,205	2,205	0	0.0%
TOTAL	738,119	731,791	737,511	5,720	0.8%
BENEFITS			438,598		
REVENUE	594,777	517,575	522,575	5,000	1.0%

FY2020 OBJECTIVES*

**In no particular order.*

Finance and Administration

1. To continue to observe and implement policies and practices to ensure long-term financial sustainability, including:
   - the recommendations of the Override Study Committee, as adopted by Town Meeting Resolution in March, 2008.
   - build on the work of the 2014 Override Study Committee in order to determine the support needed to sustain quality town and school services.
   - the recommendations of the Efficiency Initiative Committee and OPEB Task Force, where feasible, and to explore new opportunities for improving productivity and eliminating unnecessary costs.
   - fiscal policies relative to reserves and capital financing as part of the ongoing effort to observe sound financial practices and retain the Aaa credit rating.
   - efforts to enter into PILOT Agreements with institutional non-profits along with an equitable approach for community-based organizations.
   - support of the business community and vibrant commercial districts.
2. To develop and implement a CIP that addresses pressures caused by K-12 enrollment growth, while at the same time continues investment in other high-priority projects:
   - to support the completion of major public projects in various stages of planning and development, such as the Brookline High School, Baldwin, Driscoll and Pierce School projects, Fire Station Renovations, the upgrade of Police and Fire radio infrastructure, and Water and Sewer infrastructure improvements.
   - to continue to invest in technology upgrades and energy efficiency projects that yield long-term operating budget relief.
   - to continue to upgrade parks, playgrounds, and other open spaces.
3. To continue to support the work of the Brookline Fiscal Advisory committee as the committee works to provide a report to the Board concerning Town and School budget principles and policies as well as long-term fiscal projections.
4. To continue to encourage the improvement of our performance criteria and measures.
5. To continue to work with the School Committee on the development and execution of a comprehensive plan to address the space and enrollment needs in the schools.
6. To abide by the Town/School Partnership as the means of budgetary planning for financial issues that span municipal and school interests.
7. To allocate additional liquor licenses granted through the enactment of the home rule bill and remain diligent about inspections and compliance of licensed entities within the Town.
8. To continue to prudently determine how to allocate the tax burden through the tax classification process and pursue opportunities to grow the tax base through commercial development.
9. To continue to pursue succession planning for Department Heads and promote professional development.
10. To continue to explore options to rectify inequities inherent in the Norfolk County structure.
11. To continue to evaluate the operational and financial merits of contracted services to see if the Town would be better served by bringing services in-house.
12. To advocate for increases in state funding in order to alleviate pressure on the Town's budget. In particular increased funding for: Ch. 70 Educational Aid; Ch. 90 Road Improvement Aid; Unrestricted Government Aid.

FY2020 OBJECTIVES (Con't.)

Diversity and Community Engagement

13. To strengthen relationships with Boards and Commissions and simplify the process to search and apply for openings.
14. To provide excellent government services that effectively addresses the needs of all citizens.
15. To integrate diversity and inclusion into the Town's services and planning, including:
    - To consider the development of business assistance programs, business incentives – including incentives for joint ventures – public-private initiatives, and utilize procurement tools to increase the number of businesses owned or operated by individuals who are (1) members of minority groups that are underrepresented in the business community of Brookline, (2) women, or (3) members of the LBGTQ community.
    - To plan and monitor implementation of programs to ensure that major Town projects, including the Baldwin, Driscoll, and Pierce school projects, possible acquisition of Newbury College, and other major Town projects include businesses owned by individuals who are (1) members of minority groups that are underrepresented in business projects in Brookline, (2) women, or (3) members of the LBGTQ community and businesses that employ significant numbers of such individuals in management and professional capacities.
    - To develop innovative programs and initiatives to increase racial diversity in Brookline housing, including marketing programs, intentional outreach programs, housing opportunity lists, and other initiatives that demonstrate Brookline's desire to increase housing opportunities for historically excluded populations in the Town, particularly African-American and Hispanic families.
    - To encourage innovative programs, thinking, and housing concepts that increase the number of middle income housing options in Brookline, including rental and owner occupied units that could attract particularly middle class, African-American families seeking housing opportunities in suburban communities.
    - To encourage and support the Commission on Diversity, Inclusion, and Community Relations to lead the foregoing objectives in partnership with other Boards and Commissions.
16. To continue to provide leadership and support to the Town Administrator, the Diversity, Inclusion and Community Relations Office, Boards and Commissions and other community stakeholders in collaborative efforts to implement meaningful diversity and inclusion initiatives.
17. To encourage Department Heads to allow for designated employees to join multi-functional teams to implement the GARE evaluation process.
18. To have three or more Town Departments be reviewed through the GARE process.
19. To add multigenerational programs centered on food and nutrition.
20. To advocate for programming that assists low-income elders.
21. To continue to partner with the LGBT Aging Project on training and supportive programs for lesbian, gay, bisexual and transgender elders.
22. To continue to provide support and services to Brookline residents and their families with Alzheimer's disease including hosting a Memory Café program.

FY2020 OBJECTIVES (Con't.)

Land Use, Planning and Regulation

23. To develop and implement local rules and regulations in conjunction with State regulations associated with short-term property rentals.
24. To utilize the recommendations made in the strategic asset plan.
25. To use the methodologies described in the Major Parcel Study to analyze any purchase, sale, or lease of property to or from the Town.
26. To study the feasibility of a Right of First Refusal by-law, as recommended in the Major Parcel study.
27. To begin the Complete Streets design for the full length rehabilitation of Washington Street.
28. To complete the design and begin the reconstruction of the Carlton Street Footbridge.
29. To monitor the replacement of the Town's fire alarm street and master call boxes with a state of the art wireless system that meets the Town's public safety needs.
30. To complete the design review process for the renovation of the Cypress Playground.
31. To continue the investigation, planning and implementation of the EPA mandated Phase II Permit for Massachusetts Small Municipal Separate Storm Sewers (MS4) covering storm water regulated discharges.
32. To continue to work with the Planning Department and the Department of Public Works on completion of the Gateway East Project, while coordinating the project with other public and private development projects.
33. To continue preparation of a five-year Preservation Plan to establish a comprehensive and methodical program to proactively promote the preservation of Brookline's heritage.
34. To explore the feasibility of the re-use of the Kent Street municipal parking lot for affordable rental senior housing and to consider for site disposition.
35. To update the zoning by-laws.

Economic Development

36. To continue to monitor and implement medical and recreational marijuana regulations; in accordance with the regulations of the Cannabis Control Commission and those of the Town.
37. To actively engage in the disposition of Newbury College, whether through the purchase of or the regulation of land use.
38. To review and approve the proposed uses of the Town's federal entitlement based on the recommendations of the Town's CDBG Advisory Committee.
39. To support the increase in the production of affordable housing and strive to ensure that the Town qualifies for safe harbor under Chapter 40B.
40. To continue to review affordable housing needs and support the increase of Senior Housing as well as accessible units and facilities.
41. To review and implement where feasible recommendations made by the Land Bank Study Committee.

Environmental Planning

42. To assist with the development of solar facilities on appropriate Town-owned property.
43. To establish a more ambitious energy reduction plan and continue improving energy efficiency in all Town and School buildings by using grant, rebate monies and/or CIP funds.
44. To identify and pursue fossil fuel-free opportunities for municipal buildings and support energy efficient projects.

FY2020 OBJECTIVES (Con't.)
Environmental Planning (con't.)

45. To encourage the use of different portfolio options for our municipal electricity contract to ensure overall environmental integrity, including the percentage of fossil fuel-free electricity the town uses as well as increasing the percentage of renewable energy requisitions purchased that results in the production of new renewable energy sites.
46. To establish a goal for the Town to pursue fossil-fuel free, alternative fuel and advanced technology vehicles.
47. To communicate an energy conservation policy to all municipal departments and the school community to reduce energy consumption and more proactively monitor energy usage.
48. To continue to install water bottle refill stations in parks and open spaces to reduce the use of single serving disposable water bottles.
49. To continue to work with National Grid to ensure they document gas leaks throughout the community, grade them by severity, and undertake appropriate mitigation and restoration actions.

FY2019 ACCOMPLISHMENTS

1. Retained the Aaa credit rating.
2. Continued to observe the recommendations of the 2008 Override Study Committee relative to long-term financial sustainability.
3. Continued the implementation of recommendations of the Efficiency Initiative Committee as part of the overall approach toward long-term sustainability.
4. Continued the commitment toward addressing unfunded retiree health benefits by increasing the on-going appropriation for OPEB's to $4.78 million in FY20.
5. Followed the Fiscal Policy Review Committee's recommendations regarding undesignated fund balance in order to maintain the Town's Aaa bond rating.
6. Awarded the "Distinguished Budget Presentation Award" by the Government Finance Officers Association (GFOA) for the FY2019 budget document.
7. Maintained a collaborative relationship with our Legislative Delegation.
8. Continued the Town/School Partnership.
9. Continued planning for the implementation of a number of major capital projects on the Town's CIP, including the 9th School and High School projects, and the Gateway East project for example.
10. Oversaw the implementation of regulations and licensing for NETA's recreational marijuana operations.
11. Formed a Land Bank Study Committee out of the recommendation of Town Meeting.
12. Established a Brookline Fiscal Advisory Committee to review, evaluate and suggest actions concerning the Town's fiscal projections, budget principles and policies.
13. Established a Newbury College Acquisition Advisory Committee to examine and provide advice for the possible acquisition of the Newbury College property.

FY2020 OBJECTIVES (Con't.)
FY2019 ACCOMPLISHMENTS (con't.)

14. In partnership with the Coolidge Corner Theater, sponsored a celebration for Martin Luther King, Jr. Day celebrating the life and legacy of Dr. King.
15. Participated in the seventh annual "Brookline Day" community celebration.
16. Partnered with ClearGov to provide additional financial transparency in a clear and concise manner.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2017	ESTIMATE FY2018	ACTUAL FY2018	ESTIMATE FY2019	ESTIMATE FY2020
Performance:					
Brookline's Credit Rating	Aaa	Aaa	Aaa	Aaa	Aaa
# of Aaa's in Mass *	14	14	14	14	15
Tax Levy Per Capita	$3,451	$3,575	$3,571	$3,792	$4,046
% of budgets with at least 2 outcome indicators	100%	100%	100%	100%	100%
Workload:					
Management Appointments	2	2	2	2	2
Licenses Issued #	642	700	700	700	712
% of renewal licenses paid online	31%	35%	5%	35%	35%

** Aaa's rated by Moody's*

Licenses does not include yard sales and block parties

TOWN OF BROOKLINE FY2020 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance PROGRAM: Select Board

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2017	NUMBER OF POSITIONS FUNDED FY2018	FY2019 SALARY RANGE LOW	FY2019 SALARY RANGE HIGH	FY2019 BUDGET NO.	FY2019 BUDGET AMOUNT	FY2020 RECOMMENDATION NO.	FY2020 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Town Administrator	D-11	1.00	1.00	175,536	206,772	1.00	206,772	1.00	206,772
	Deputy Town Administrator	D-8	1.00	1.00	130,948	154,251	1.00	145,333	1.00	147,513
	Assistant Town Administrator	T-10	1.00	1.00	82,045	92,830	1.00	86,505	1.00	88,045
	Assistant to Town Administrator	T-8	1.00	1.00	75,855	85,827	1.00	81,402	1.00	81,402
	Recording Secretary	T-3	1.00	1.00	53,611	60,659	1.00	60,659	1.00	60,659
	Administrative Assistant	C-8	1.00	1.00	50,734	52,882	1.00	51,430	1.00	51,941
	Subtotal		6.00	6.00			6.00	632,101	6.00	636,332
510102	Permanent Part Time Salaries									
	Office Assistant	C-4	0.48	0.48	42,501	44,535	0.48	20,555	0.48	20,794
	Arts Council Coordinator					$600 / month		7,200		7,200
	Charge Off to Special Revenue Fund							(7,200)		(7,200)
	Subtotal		0.48	0.48			0.48	20,555	0.48	20,794
	Other									
513044	Longevity Pay							1,650		2,900
514045	Stipend - Select Board (Chair)					4,500		4,500		4,500
514045	Stipend - Select Board Member (4)					3,500		14,000		14,000
514501	Stipend - Recording Secretary					7,800		7,800		7,800
515501	Clothing/Uniform Allowance (In Lieu of Boots)							1,100		1,100
515540	Automobile Allowance							7,500		7,500
514501	Additional Compensation							10,200		10,200
514501	Life Insurance Reimbursement							1,500		1,500
	Subtotal							48,250		49,500
	Total		**6.48**	**6.48**			**6.48**	**700,906**	**6.48**	**706,626**

PROGRAM DESCRIPTION

The goals of the Human Resources Department, as defined by the Town's Human Resources By-Law (Section 3.15) of the Town's General By-Laws, are to develop and administer fair and equitable human resources policies for the Town and its employees and to provide a system of human resources administration that is uniform, fair, efficient, and represents the mutual interest of the Town and employees of the Town.

The Department is responsible for assisting all town departments with the recruitment and selection of new employees, while ensuring compliance with all applicable federal, state, and local laws that govern this process. It develops and distributes policies regarding a number of different employment issues, including the Town's Sexual Harassment Policy. The Department also maintains a classification and compensation system for all positions; provides training to Department Heads and employees on important employment issues; negotiates and administers labor contracts; administers group health and life insurance, worker's compensation, public safety injured on duty, and unemployment compensation; administers the CDL Alcohol and Drug Testing Program; and monitors and administers employee leave, other human resources programs and benefits, and any other function assigned by the Town Administrator.

BUDGET STATEMENT

The FY20 budget decreases $24,773 (3.7%). Personnel increases $227 (0.1%), due to an increase in Steps ($3,272), an increase in Chargeoff ($1,794), and a decrease in Longevity ($1,250). Services decreases $25,000 (8.0%), due to a decrease to Legal Services.

FY2020 OBJECTIVES

1. To continue our self-audit work to review and revise human resources policies, including the prioritization of policies and the creation of a review timeline.
2. To develop effective training and development tools utilizing the new training platforms for training, tracking and management.
3. To continue to work with the Office of Diversity, Inclusion and Community Relations to develop a strategic plan to increase town-wide diversity and inclusion efforts in areas of recruitment, hiring, management and governance practices, including additional anti-discrimination training, diversity job fairs, collaboration with other towns and cities and an expansion of our recruitment networks to professional affinity groups.
4. To work collaboratively with department heads to continue the workplace safety and health efforts with the latest Municipal safety and health regulations.
5. To continue to assess best practices regarding Social Media and Drug Free Workplace Policies as regulations develop and technology continues to evolve.
6. To continue to assess best practices regarding Social Media and Drug Free Workplace Policies as regulations develop and technology continues to evolve.
7. To continue to seek out and identify new recruitment partners to refine strategies to increase the diversity of our recruitment pools and to develop systematic, cost-effective methods to use strategic partners based on type of vacancy and position, including use of the Office of Diversity, Inclusion and Community Relations Blueprint for Recruiting Diverse Candidates to Brookline Town Government.

FY2020 OBJECTIVES (Con't.)

8. To continue to forge a productive, cooperative relationship with Town unions through our shared goal of satisfied employees who contribute to the overall productivity and success of the Town.
9. To continue to examine all HR and Payroll processes and functions, in conjunction with payroll, Information Technology and super user departments with the Munis payroll system, enabling the Town to develop better data and analytic tools to more efficiently manage personnel costs. Increase training to heighten skills of end users.
10. To continue to develop initiatives to reduce health care costs including partnering with the Public Employee Committee to provide employees with actions they can take to maximize their healthcare dollars and reduce costs, such as using a flexible spending account, use of the Health Reimbursement Account and wellness incentives.
11. To maintain our work with the Human Resources Board to evaluate requests for position reclassifications or additions within the framework of the Town's Classification and Pay Plan; to provide a basis of class titles, ensure that positions similar in duties and responsibilities are grouped together, to provide meaningful qualification requirements and equitable compensation policies.

PROGRAM COSTS - HUMAN RESOURCES DEPARTMENT

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Personnel	399,899	313,419	313,646	227	0.1%
Services	321,029	311,809	286,809	(25,000)	-8.0%
Supplies	15,535	20,400	20,400	0	0.0%
Other	17,479	31,000	31,000	0	0.0%
Capital	1,640	1,640	1,640	0	0.0%
TOTAL	755,582	678,268	653,495	(24,773)	-3.7%
BENEFITS			329,997		
REVENUE	0	0	0	0	0.0%

FY2019 ACCOMPLISHMENTS

1. Successfully negotiated successor contracts for new three year terms with six Town bargaining units.
2. Developed additional training on Workplace Bantering for the Public Works Department including Highway and Sanitation, Parks and Open Spaces, Engineering, Administration and Water and Sewer Divisions. Rolled out additional employee training including active shooter training, and respecting cultural differences.
3. Identified new training modules and opportunities to further develop effective training and development tools for employees.
4. Implemented training for hiring managers to utilize the new applicant tracking system. This system offers candidates a simple, professional online application process; provides increased recruiting and sourcing tools; and provides advanced analytics and reporting, particularly in the area of diversity recruiting.
5. Worked closely with the Human Resources Board to evaluate requests for position reclassifications or additions within the framework of the Town's Classification and Pay Plan; to provide a basis of class titles, ensure that positions similar in duties and responsibilities are grouped together, to provide meaningful qualification requirements and equitable compensation policies.
6. Initiated review of the benefits for the Mid-Management, Technical Professional employee group, with emphasis on evaluating the addition of a Long Term Disability benefit.
7. Continued to partner with the Professional Diversity Network to continue to expand and diversify our municipal hiring pools, to continue to "brand" the Brookline workforce as a welcoming and inclusive workforce with a more strategic approach using professional affinity groups and social media.
8. Continued to develop efficiencies with a Town/School collaborative working group. Analyzed Tyler Munis payroll practices within federal and state wage rules, exploring best practices and analytic tools to more efficiently manage personnel costs.
9. Participated in the selection and roll-out of a new employee assistance program through the Group Insurance Commission, resulting in a cost savings for the Town.
10. Utilized effective claims management, medical case management and specialized legal support to contain and manage workers compensation expenditures in a time of rapidly escalating medical costs.
11. Continued to use our model case management with partnership New England Baptist Occupational Health Unit to ensure employees are returning to work safely and ready to work.
12. Continued to develop and implement employee workplace illness prevention programs by vaccinating employees for seasonal flu, providing education on wellness initiatives, and planning new wellness initiatives and increasing the awareness of the Employee Assistance Program.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2017	ESTIMATE FY2018	ACTUAL FY2018	ESTIMATE FY2019	ESTIMATE FY2020
Workers' Comp. Costs	$1,977,422	$1,900,000	$2,157,034	$1,900,000	$2,150,000
Town	$1,765,103	$1,465,000	$2,025,491	$1,700,000	$2,000,000
School	$212,319	$85,000	$131,543	$212,000	$150,000
Job injuries (WC/Police & Fire)	117/31	117/31	95/43	117/31	95/43
Time Lost/No Time Lost (WC/Pol& Fir)	41/76 - 20/11	41/76 - 20/11	34-61-16/27	41/76 - 20/11	34-61-16/27
Management Training Programs	11	12	17	12	17
Employee Training Programs	27	27	79	27	79
Immunization Clinics/# of Employees	4/236	4/236	4/256	4/236	4/256
Sick Leave Hours/Permanent Employees	54,279	54,000	53,000	54,000	53,000
Unemployment Claims					
Paid/Processed	43/98	43/98	35/76	43/98	35/76
Town	18/42	18/42	15/16	18/42	15/16
School	25/56	25/56	28/64	25/56	28/64
Unemployment Costs	$132,608	$130,000	$149,222	$130,000	$149,222
Town	$55,695	$54,600	$66,230	$54,600	$66,230
School	$76,913	$75,400	$82,992	$75,400	$82,992
Job Appl. Processed	3,879	3,800	4,315	3,800	4,300
CORI/SORI Checks	1,670	1,700	1,318	1,700	1,300

PERFORMANCE / WORKLOAD INDICATORS (CON'T.)

	ACTUAL FY2017	ESTIMATE FY2018	ACTUAL FY2018	ESTIMATE FY2019	ESTIMATE FY2020
Group Health Contracts	17	17	18	17	18
Group Health Changes	2,650	2,500	2,700	2,650	2,700
Group Health Subscribers	3,133	3,150	3,202	3,133	3,200
GIC-offered PPO Plans	245	230	277	245	277
% of Total	7.8%	7.3%	8.7%	7.8%	8.7%
GIC-offered POS Plans	999	980	936	999	936
% of Total	31.9%	31.1%	29.2%	31.9%	29.3%
GIC-offered HMO Plans	543	550	620	543	620
% of Total	17.3%	17.1%	19.4%	17.3%	19.4%
GIC-offered Indemnity Plans	41	32	33	41	33
% of Total	1.3%	1.0%	1.0%	1.3%	1.0%
Medicare Supplement Plans	1,301	1,305	1,336	1,301	1,336
% of Total	41.5%	41.4%	41.7%	41.5%	41.8%
Active	1,553	1,576	1,586	1,553	1,586
% of Total	49.6%	50.0%	49.5%	49.6%	49.6%
Retiree	1,580	1,574	1,616	1,580	1,616
% of Total	50.4%	50.0%	50.5%	50.4%	50.5%
Individual	2,213	2,218	2,302	2,213	2,303
% of Total	70.6%	70.4%	71.9%	70.6%	72.0%
Family	920	932	900	920	900
% of Total	29.4%	29.6%	28.1%	29.4%	28.1%
Town	1,372	1,365	1,781	1,372	1,781
% of Total	43.8%	43.3%	55.6%	43.8%	55.7%
School	1,761	1,785	1,421	1,761	1,421
% of Total	56.2%	56.7%	44.4%	56.2%	44.4%

PERFORMANCE / WORKLOAD INDICATORS (CON'T.)

	ACTUAL FY2017	ESTIMATE FY2018	ACTUAL FY2018	ESTIMATE FY2019	ESTIMATE FY2020
Group Life Subscribers	2,307	2,375	2,421	2,307	2,307
Active	1,420	1,420	1,381	1,420	1,420
% of Total	61.5%	59.7%	57.0%	61.5%	61.5%
Retiree	887	955	1,040	887	887
% of Total	38.5%	40.3%	43.0%	38.5%	38.5%
Town	1,068	1,100	1,218	1,068	1,068
% of Total	46.3%	46.3%	50.3%	46.3%	46.3%
School	1,239	1,275	1,203	1,239	1,239
% of Total	53.7%	53.7%	49.7%	53.7%	53.7%
No. of Death Benefits Paid	26	28	39	26	39
Voluntary Addl. Life Subscribers	223	225	317	223	223
Voluntary Addl. Life Changes	150	150	185	150	150
Voluntary Dental Contracts	2	2	2	2	2
Voluntary Dental Changes	630	625	788	630	630
Voluntary Dental Subscribers	1,321	1,220	1,340	1,321	1,340
Individual	722	650	754	722	754
Family	450	470	423	450	423
Individual +1	149	100	163	149	163
Town	475	440	470	475	470
School	846	780	870	846	870
Retiree Dental Subscribers	407	420	555	407	555
Individual	244	250	359	244	359
Family	163	170	196	163	196
Long Term Disability (LTD)	30	30	30	30	106
LTD Changes	30	30	30	30	85

TOWN OF BROOKLINE FY2020 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance PROGRAM: Human Resources

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2017	NUMBER OF POSITIONS FUNDED FY2018	FY2019 SALARY RANGE LOW	FY2019 SALARY RANGE HIGH	FY2019 BUDGET NO.	FY2019 BUDGET AMOUNT	FY2020 RECOMMENDATION NO.	FY2020 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Human Resources Director	D-6	1.00	1.00	112,267	132,245	1.00	132,245	1.00	132,245
	Assistant Director of Human Resources	T-10	1.00	1.00	82,045	92,830	1.00	91,207	1.00	92,830
	Labor Relations Specialist	T-8	1.00	1.00	75,855	85,827	1.00	77,206	1.00	77,206
	Benefits Administrator	T-4	1.00	1.00	57,900	65,512	1.00	57,900	1.00	58,931
	Human Resources Assistant	C-6	1.00	1.00	47,402	49,517	1.00	48,818	1.00	49,028
	Subtotal		5.00	5.00			5.00	407,376	5.00	410,240
	Chargeoff to Workers' Comp. Trust Fund (1)							(89,028)		(90,613)
	Chargeoff to Group Health Trust Fund							(48,818)		(49,028)
	Net Total		5.00	5.00			5.00	269,529	5.00	270,599
510102	Permanent Part Time Salaries									
	Staff Assistant	C-8	0.78	0.78	50,734	52,882	0.78	40,840	0.78	41,248
	Net Total		0.78	0.78			0.78	40,840	0.78	41,248
	Other									
513044	Longevity Pay							2,500		1,250
515501	Clothing/Uniform Allowance (In lieu of boots)							550		550
	Subtotal							3,050		1,800
	Total		**5.78**	**5.78**			**5.78**	**313,419**	**5.78**	**313,646**

(1) 75% of Benefits Administrator, and 50% of the Assistant Director charged to workers' compensation trust fund.

BROOKLINE LIVING WAGE

Effective July 1, 2018, the living wage is: $14.26 per hour

Brookline has voted to lead town businesses and contractors by example to engage in and support fair wage practices in Brookline. The Town of Brookline will pay each of its employees no less than the living wage amount listed above with the following exceptions: seasonal employees who work less than six months in any twelve-month cycle; employees participating in a work-study or cooperative educational program; employees whose positions are funded, in full or in part, by Community Development Block Grant or State Elder Services Grant monies; library Junior Pages; Putterham Meadows Golf Course rangers; town junior, part-time positions funded by a recreation revolving fund, specifically, Jr. Swim Coach, Jr. Skate Guard, Jr. Referee, Jr. Assistant Recreation Leader, Jr. Camp Counselor, Jr. Camp Instructor, Jr. Skate Concessions and volunteers and all persons appointed or elected to town committees; or elected officers of the town. The living wage will be adjusted annually by the same percentage and on the same wage adjustment schedule given to full-time, non-union town employees.

Exempt positions will be paid no less than one dollar more than the State Minimum Wage. Effective Jan. 1, 2019, employees exempt from the Living Wage will be paid an hourly wage of no less than: $13.00 per hour

Go to www.brooklinema.gov for more information.

POSITIONS EXEMPT FROM THE LIVING WAGE

Job Class Long Description
BOARD MEMBERS
COA ASSISTANTS-TEMP
ELECTION WORKERS-TEMP
INTERNS-TEMP
LIBRARY PAGE 1-3 JR
MISCELLANEOUS TEMP
POLLWORKERS ONLY
REC ASST REC LEADER EKAC/JR
REC BEEC ASST REC LEADER/JR
REC BEEC LIFEGUARD
REC EKAC COACH/JR COACH
REC EKAC INSTRUCTOR
REC EKAC INSTRUCTOR JR
REC EKAC LIFEGUARD
REC EKAC LIFEGUARD JR
REC GYM ASST REC LEADER/JR
REC GYM REFEREE
REC GYM REFEREE JR
REC JKSR ASST REC LEADER/JR
REC JKSR CONCESSIONS
REC JKSR COORDINATOR
REC JKSR RENTAL SHOP
REC JKSR SKATE GUARD JR
REC OATH ASST REC LEADER/JR
REC OATH REFEREE
REC OATH REFEREE JR
REC OATH REFEREE SR
REC OFAC ASST REC LEADER/JR
REC OFAC CAMP COUNSELOR
REC OFAC CAMP COUNSELOR JR
REC OFAC CAMP INSTRUCTOR
REC OFAC CAMP SPECIALIST
REC OFAC LIFEGUARD
REC OFFST ASST REC LEADER/JR
REC RT SPECIALIST/INTERN
REC SOULE INSTRUCTOR
REC SOULE LIFEGUARD
REC TPPN ASST REC LEADER/JR
REC TPPN COORDINATOR
REC TPPN INSTRUCTOR
REC TPPN PT MANAGER
REC TPPN REFEREE
REC TPPN REFEREE JR

TOWN OF BROOKLINE FY2020 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance PROGRAM: Information Technology

PROGRAM DESCRIPTION

Information Technology (IT) plays a key role in Brookline's ability to educate its children, respond to emergencies, and efficiently provide services to its citizens. Investments in IT applications and infrastructure provide managers with tools to operate more efficiently, increase productivity, and manage the financial, physical, and human resources of the Town. The Department is led by the Chief Information Officer (CIO), who serves in this capacity for both the Town and the Schools. (This budget reflects only the Town resources available to the Department; there are also IT funds included in the School Department budget.)

The Department's mission is to use technology so as to enhance the delivery of Town and School services to the community. It is responsible for the integration of all activities and resources designated as:

1. Systems and data processing, comprised of computer-based systems design and implementation, applications, and operating software;
2. Telecommunications systems and networks, comprised of the integration of planning, development, and implementation of all systems and network services;
3. Delivery of applications and other information services products that meet the users' specifications in terms of quality and cost;
4. Protection of the Town's computer data and information assets and resources;
5. Identification of opportunities in the development and support of new and existing technologies; and
6. Training of employees in the use of various aspects of information technology.

The ITD has four divisions: Administration, Application Management, Network Support, and Customer Service. A brief description of each is listed below:

Administration - provides continuous coordination of the divisions through effective leadership so that all technology-related aspects of Brookline's government are functioning effectively and efficiently. These responsibilities are accomplished under the direction of the Chief Information Officer (CIO) with the assistance of the Director of IT Applications.

Application Management - is responsible for those functions related to providing, maintaining, and supporting the use of software needed to meet the operational, management, and reporting requirements of the Brookline organization.

Network Support - is responsible for those functions related to implementing, maintaining, and supporting the connectivity between the organization's computers, telecomm infrastructure, and systems software.

Customer Service - is responsible for those functions related to directly supporting users of IT systems and services.

BUDGET STATEMENT

The FY20 budget increases $4,005 (0.2%). Personnel increases by $4,005 (0.3%), due to an increase in Steps.

PROGRAM COSTS - INFORMATION TECHNOLOGY DEPARTMENT

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY19 vs. FY20 $ CHANGE	FY19 vs. FY20 % CHANGE
Personnel	1,154,803	1,186,569	1,190,574	4,005	0.3%
Services	474,535	545,773	545,773	0	0.0%
Supplies	10,299	10,350	10,350	0	0.0%
Other	15,237	17,550	17,550	0	0.0%
Capital	268,019	268,100	268,100	0	0.0%
TOTAL	1,922,893	2,028,342	2,032,347	4,005	0.2%
BENEFITS			635,336		
REVENUE	810	1,250	1,250	0	0.0%

FY2020 OBJECTIVES

Administration

1. To continue to meet with individual departments and committees on a regular basis to review upcoming technology initiatives.
2. To continue to meet with Senior School administration on a regular basis.
3. To continue to Chair and convene monthly meetings of the Information Management Governance Committee and meetings of the Information Technology Advisory Committee (ITAC).
4. To represent the IT department at monthly Emergency Management Team meetings.
5. To continue to drive business process changes, which will promote departmental efficiencies and improved services to customers.
6. To develop technology solutions which will allow for additional field and mobility based workers to leverage data and workflow remotely.
7. To investigate the potential for Town owned fiber paths between buildings and key internet service providers.
8. To develop employee based technology training & security awareness programs.
9. To grow and evolve the IT department in order to continue to meet the needs for the employees, community and students.
10. To lead and administer the 2018 National Citizen Survey town-wide

Application Management

11. To continue to manage the lifecycle management strategy for all enterprise applications.
12. To continue to practice change management best practices.
13. To drive business re-engineering and application optimization.
14. To identify roadmaps for all major applications.
15. To implement additional technologies that will enable the public to better interact and transact with Town departments.
16. To leverage the new permitting system, implement workflow and process change to optimize workflow and customer experience.
17. To continue to support the School Department and the Economic Development Office with data analysis related to student population.
18. To continue to develop integrated mobile applications that save time and increase efficiency, and to support the increasing mobile workforce.
19. To leverage new HR applicant tracking application to integrate with payroll system.
20. To improve data transparency and open data related information.
21. To review and identify modifications for Town Website upgrade.
22. To continue to work with business partners on integrated security and data protection policies.
23. To better integrate School based employee applications for ease of management and use.
24. To institute student centric application environment and management structure.
25. To work closely with DPW for the investigation of a next generation work order system.

FY2020 OBJECTIVES (Con't.)

Network Support

26. To continue to evolve operational environment to maximize network uptime and availability.
27. To continue to investigate emerging technologies for improving cyber security.
28. To implement and upgrade Library network capacity.
29. To upgrade and implement additional disaster recovery infrastructure.
30. To upgrade and implement next generation voice systems infrastructure.
31. To work closely with Building Department to incorporate renovated Devotion School online.
32. To continue to improve data center performance and availability.
33. To implement additional user self-service capabilities for users.

Customer Service

34. To take a proactive role in user education and comfort level with emerging technology.
35. To better serve our customers by means of survey and performance metrics.
36. To manage the annual procurement and replacement of over 3,000 staff and student devices.

FY2019 ACCOMPLISHMENTS

Administration

1. Continued leadership position in enhancing the Town and Public School social media presence and effectiveness.
2. Led collaborative efforts to develop Town wide performance management goals.
3. Met with individual departments and various committees on a regular basis to review upcoming technology initiatives.
4. Chaired internal steering committee to facilitate Town wide Payroll and HR integration.
5. Chaired and convened monthly meetings of the Information Management Governance Committee.
6. Represented the IT department at Emergency Management Team meetings.
7. Led Town efforts to ensure open data accessibility and transparency via BrooklineMA.gov.
8. Administered town IT CIP program and outcomes.
9. Worked with Town Counsel and Chief Procurement Officer on the creation of a master telecommunications license for 3rd party providers.
10. Maintain partnerships with various local and national IT organizations to stay current on technology trends, best practices and advisories.
11. Completed annual PSB E-Rate submission
12. Continued to develop employment partnerships to provide internship opportunities for Veteran's, students and local residents.

Application Management

13. Continued to upgrade and keep current all major Town/School Applications.
14. Continued to adhere to change management best practices.
15. Successfully migrated all departments to updated Enterprise Permitting application.
16. Merged multiple email platforms into a single repository to archival purposes.
17. Migrated several on premises applications to cloud environment.
18. Cleansed and updated the entire inventory of GIS Layers.

FY2019 ACCOMPLISHMENTS (Con't.)

Application Management (con't.)

19. Actively participated in PSB Enrollment Working Group Committee.
20. Continued charter membership of Metro Boston Homeland Security Data Group.
21. Built and refined data feeds between various systems.
22. Completed additional rollout of handheld devices for increased inspection and data collection capabilities.
23. Supported public safety and other departments with spatial data, and data analysis.
24. Migrated and updated water collection application for DPW.

Network Support

25. Continued to monitor and manage 44 locations for maximum uptime.
26. Continued to ensure reliability of over 113 virtual and 30 physical servers.
27. Continued to increase capacity and capability of the Public School wireless infrastructure.
28. Evaluated existing core data centers for optimal performance and redundancy.
29. Achieved near 100% uptime for key services for CY17.

Customer Service

30. Continued to introduce and support users to the Town/School consolidated Help Desk.
31. Enhanced self-service trouble ticket capability to all school users.
32. Project managed, deployed and relocated over 3,000 devices across the Town and School departments.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2017	ESTIMATE FY2018	ACTUAL FY2018	ESTIMATE FY2019	ESTIMATE FY2020
Application Management					
Enterprise Applications Maintained	20	17	18	44	48
Departmental Applications Maintained	13	19	22	48	54
BrooklineMA.gov Site Visitis	649,805	640,000	649,805	672,782	670,000
BrooklineMA.gov Mobile site Visits	179,000	200,000	196,284	230,433	205,000
% Uptime	99.7%	99.7%	99.7%	99.6%	99.6%
Webpages Maintained	985	800	800	696	770
Brookline.k12.ma.us Site Visits	325,000	450,000	495,323	521,434	510,000
% Uptime	99.7%	99.8%	99.9%	99.8%	99.9%
Public List Servs Managed	112	120	81	76	76
# of Standard Maps Available	365	370	345	335	335
GIS Data Layers	374	480	374	486	486
Network Operations					
Network Connected Sites	42	43	43	44	45

TOWN OF BROOKLINE FY2020 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance PROGRAM: Information Technology

SUMMARY OF SUB-PROGRAMS

ELEMENTS	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY19 vs. FY20 $ CHANGE	FY19 vs. FY20 % CHANGE
Administration	972,700	751,131	755,967	4,836	0.6%
Application Management	573,823	823,934	824,145	211	0.0%
Network Support	293,886	337,344	336,069	(1,275)	-0.4%
Help Desk	82,484	115,933	116,165	232	0.2%
TOTAL	1,922,893	2,028,342	2,032,347	4,005	0.2%

Administration

PROGRAM COST

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY19 vs. FY20 $ CHANGE	FY19 vs. FY20 % CHANGE
Personnel	213,487	216,838	217,849	1,011	0.5%
Services	473,276	254,468	254,468	0	0.0%
Supplies	10,299	5,350	5,350	0	0.0%
Other	15,237	10,200	10,200	0	0.0%
Capital	260,401	264,275	268,100	3,825	1.4%
TOTAL	972,700	751,131	755,967	4,836	0.6%

Application Management

PROGRAM COST

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY19 vs. FY20 $ CHANGE	FY19 vs. FY20 % CHANGE
Personnel	564,947	589,286	590,772	1,486	0.3%
Services	1,259	226,023	226,023	0	0.0%
Supplies	0	0	0	0	0.0%
Other	0	7,350	7,350	0	0.0%
Capital	7,618	1,275	0	(1,275)	-100.0%
TOTAL	573,823	823,934	824,145	211	0.0%

Network Support

PROGRAM COST

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY19 vs. FY20 $ CHANGE	FY19 vs. FY20 % CHANGE
Personnel	293,886	295,787	295,787	(0)	0.0%
Services	0	40,282	40,282	0	0.0%
Supplies	0	0	0	0	0.0%
Other	0	0	0	0	0.0%
Capital	0	1,275	0	(1,275)	-100.0%
TOTAL	293,886	337,344	336,069	(1,275)	-0.4%

Customer Service

PROGRAM COST

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY19 vs. FY20 $ CHANGE	FY19 vs. FY20 % CHANGE
Personnel	82,484	84,658	86,165	1,507	1.8%
Services	0	25,000	25,000	0	0.0%
Supplies	0	5,000	5,000	0	0.0%
Other	0	0	0	0	0.0%
Capital	0	1,275	0	(1,275)	-100.0%
TOTAL	82,484	115,933	116,165	232	0.2%

TOWN OF BROOKLINE FY2020 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance PROGRAM: Information Technology

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2017	NUMBER OF POSITIONS FUNDED FY2018	FY2019 SALARY RANGE LOW	FY2019 SALARY RANGE HIGH	FY2019 BUDGET NO.	FY2019 BUDGET AMOUNT	FY2020 RECOMMENDATION NO.	FY2020 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Chief Information Officer	D-8	1.00	1.00	130,948	154,251	1.00	154,251	1.00	154,251
	Director of IT Applications	T-15	1.00	1.00	107,723	121,884	1.00	121,884	1.00	121,884
	Manager Network Operations	T-13	1.00	1.00	95,873	108,477	1.00	108,477	1.00	108,477
	Web Developer	T-10	1.00	1.00	82,048	92,830	1.00	92,830	1.00	92,830
	GIS Admin/Developer	T-10	1.00	1.00	82,048	92,830	1.00	92,830	1.00	92,830
	Information Systems Analyst	T-10	1.00	1.00	82,048	92,830	2.00	176,336	2.00	177,822
	Network Systems Administrator	T-10	2.00	2.00	82,048	92,830	2.00	185,661	2.00	185,661
	Database Administrator	T-9	1.00	1.00	78,890	89,260	1.00	89,260	1.00	89,260
	Network Systems Engineer	T-9	1.00	1.00	78,890	89,260	1.00	84,658	1.00	86,165
	Senior Programmer Analyst	T-8	1.00	1.00	74,368	84,144	0.00	0	0.00	0
	Administrative Technology Resource Coordinator	GN-08	0.00	0.00	61,288	64,371	1.00	61,288	1.00	62,299
	Administrative Assistant	C-8	1.00	1.00	48,525	50,580	0.00	0	0.00	0
	Subtotal		12.00	12.00			12.00	1,167,474	12.00	1,171,479
510901	Temporary Part Time Salaries									
	G.I.S. Interns		0.40	0.40	$12.00 /hr.	$20.60 /hr.	0.40	11,745	0.40	11,745
	Subtotal		0.40	0.40			0.40	11,745	0.40	11,745
	Other									
513044	Longevity Pay							6,800		6,800
515501	Clothing/Uniform Allowance							550		550
	Subtotal							7,350		7,350
	Total		**12.40**	**12.40**			**12.40**	**1,186,569**	**12.40**	**1,190,574**

PROGRAM DESCRIPTION

The Finance Department, under the direction of the Finance Director, is responsible for the implementation, oversight, integrity, and reporting of the Town's operating and capital finances.

The Finance Department is comprised of the following four divisions:

1. **Comptroller** - this division is responsible for maintaining and administering a financial accounting and management information system that provides accurate, complete, and timely information pertaining to all financial activities of Town and School departments.
2. **Purchasing** - this division is responsible for ensuring that all purchases of goods and services, including public construction, are made in accordance with state laws and are open, fair, competitive, and obtained at the lowest possible cost without sacrificing quality. This is done for all Town and School departments. The Division is also responsible for the General Services unit (Town wide postage and printing).
3. **Assessing** - this division is responsible for uniformly and accurately valuing all taxable property in town. Quality and accurate assessments ensure that all areas of town and all classes of property equitably share responsibility for their portion of the property tax levy.
4. **Treasury** - this division is responsible for the billing, collecting, and investing of all funds and the arrangement of timely disbursements of all payments to vendors, town employees, and retirees. The Division is also responsible for processing payroll for the Town and School.

BUDGET STATEMENT

The FY20 budget increases $60,470 (1.8%). Personnel increases by $10,190 (0.4%), due to an increase in Steps.

Services increases by $26,900 (3.0%). In the Comptroller's Division, there is an increase to Computer Software Repair and Maintenance ($7,900). In the Purchasing Division, there is a decrease to Printing Services ($1,000). In the Assessing Division, there is a decrease to Appraisal Services ($5,100) and an increase to Software Service Contract ($5,000). In the Treasurer/Collector Division, there is an increase in Computer Software Maintenance ($14,900) and in Credit Card Service Charges ($5,000).

Other increases by $4,200 (16.3%). In the Purchasing Division, there is an increase to Education/Training/Conferences.

Capital increases $19,180 (79.1%). In the Comptroller's Division, there is an increase to Leased Equipment ($180). In the Purchasing Division, there is an increase to Automobiles ($19,000).

PROGRAM COSTS - FINANCE DEPARTMENT

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY19 vs. FY20 $ CHANGE	FY19 vs. FY20 % CHANGE
Personnel	2,216,204	2,364,690	2,374,880	10,190	0.4%
Services	1,079,627	886,857	913,757	26,900	3.0%
Supplies	47,674	46,960	46,960	0	0.0%
Other	20,385	25,707	29,907	4,200	16.3%
Utilities	1,166	1,375	1,375	0	0.0%
Capital	7,250	24,250	43,430	19,180	79.1%
TOTAL	3,372,305	3,349,839	3,410,309	60,470	1.8%
BENEFITS			1,437,419		
REVENUE	2,518,347	2,288,753	2,362,532	73,780	3.2%

FY2020 OBJECTIVES

Comptroller

1. To coordinate and participate in the annual independent audit and the issuance of timely audited GAAP Statements.
2. To oversee the accounting and internal control aspects of the financial accounting and payroll systems, (MUNIS).
3. To continue timely monthly and year-end closings.
4. To upgrade MUNIS to version 2019.
5. To continue to provide training and support to 200+ MUNIS users.
6. To continue to convert vendors from checks to ACH payments.

Purchasing

1. To support the High School remodel project initial stages design, furniture, fixtures and technology equipment. Provide purchasing support for 9th school and other school projects if funded.
2. To establish contracts for goods and services that will result in savings for Town and School Departments.
3. To update existing contracts, renegotiate, and rebid as necessary, to improve levels of service and quality of goods.
4. To continue to rebid on a rolling 3 year basis Building department service contracts, as well as establish new categories of service as needed.
5. To use online ordering systems as appropriate and required. Continue to investigate additional methods of ordering items and posting of bids.
6. To continue to use Purchasing Card (PCard) program to support department needs, when POs are not accepted.
7. To continue to purchase items that comply with the Town's various initiatives, such as fuel efficient vehicles, energy star equipment, green cleaning, 30% recycled paper, and other goods & services as appropriate for various Departments use.
8. To continue to assist Information Technology Department with the various projects.
9. To continue to increase use by other departments of new folder inserter machine, located in the mailing area to reduce or eliminate manual inserting of documents.
10. To continue to promote in-house print capabilities to lessen the costs of outside printing.
11. To control mailing costs at Council on Aging, Library and Public Safety by coordination with Town Hall basement mailing facility.
12. To continue to manage and review current cell phones provider, plans, and devices, to lower costs and improve service.

FY2020 OBJECTIVES (Con't.)

Assessors

1. To implement a pilot program in order to electronically capture and read property transfer data in order to save the Town time and money by extracting necessary data from each land transfer document. If the pilot program is successful in meeting its objectives, the program will be expanded to include all land transfer records.
2. To collaborate with the IT Department to develop a computer tablet data collection application utilizing existing Town licensed software for use in reviewing existing data and data changes on all residential condominium units.
3. To continue to develop a program for on-line filing of certain assessment forms, including personal property tax returns (Form-of-List), Form 3ABC – Return of Property Held for Charitable Purposes, and commercial property income & expense statements, requested under section 38D of Chapter 59.
4. To continue to be diligent in the discovery of taxable property and allowable levy growth due to new construction for fiscal year 2020 and beyond.

Treasurer/Collector

1. To maintain the Town's Aaa bond rating - the highest bond rating attainable.
2. To actively monitor compliance with federal arbitrage regulations and S.E.C. disclosure requirements and all other State and Federal mandated rules, regulations, and requirements to avoid penalties and other punitive sanctions.
3. To maintain a prudent debt management program and continue favorable relationships with rating agencies, bond counsel, and the investment community.
4. To maintain a high collection rate for all tax, refuse, and water/sewer bills.
5. To continue to offer customers multiple options for paying bills, including the cashier's window, mailing to the lockbox, and online payments.
6. To continue to analyze the Town's cash flow needs and maintain a reasonably safe level of short-term investments in local banks while providing liquidity to ensure timely distribution of all debt service, vendor, and payroll obligations.
7. To research new investment portfolios screened for Environment, Social, and Governance (ESG) issues.
8. To monitor banking service charges and credit card processing fees. Maintain positive relationships with local banks.
9. To continue to monitor the funding strategy for the Town's unfunded liabilities of pensions and other post-employment benefits.
10. To continue to expand the Town's PILOT program.

FY2019 ACCOMPLISHMENTS

Comptroller

1. Reviewed and closed old/small balance general ledger accounts.
2. Continued an efficient year-end closing time.
3. Worked with Treasurer/Collector's office to improve month-end and year-end closings and reconciliation.
4. Continued to apply MUNIS internet upgrades (MIU) weekly, resulting in up to date programs with all bug-fixes applied.
5. Worked with the payroll division on conversion issues to MUNIS payroll.
6. Continued to revise and streamline MUNIS permissions for all users.
7. Trained new MUNIS users on financial software applications.

Purchasing

1. Examples of some Town Department bids and RFPs that were prepared, issued and awarded: Master Lease Purchase Financing for Public Works equipment, Salt (Newton Cooperative bid) for DPW, Greater Aspinwall Hill Survey Update for Planning, Lease of 21 Newton St (Widow Harris) and Lease of 347 Harvard St (Devotion House) for Buildings, Food & Beverage service at Putterham Golf Course for Recreation, Tennis Pro Services for Recreation, Ready Mixed Concrete for Public Works, Bike Share Advertising for Planning, Sports Camps for Recreation, Brookline 2018-2019 Business Area Marketing for Planning.
2. Examples of some School Department bids and RFPs that were prepared, issued and awarded: Gym Space, Vending machines, High School project Commissioning and Testing Food.
3. Supported Coolidge Corner School remodel project for fixtures, furniture, technology and services, as well as construction support as needed. Furniture costs were less than budget and delivered on time.
4. Established new Amazon Business and School Specialty online ordering accounts for use by Schools in response to various department needs. Updated existing contracts to improve levels of service and quality of goods.
5. Continued to prepare issue, award and manage cooperative bid and contract for heating oil, gasoline and diesel for 11 regional Cities and Towns. Compared to consumer prices during FY19, obtained savings with the following prices for the entire fiscal year: gasoline fixed price of $2.57 per gallon, diesel fixed price of $2.68 per gallon, and #2 heating fuel fixed price of $2.58 per gallon.
6. Continued to use and expand the Purchasing Card (PCard) program with School and Town Departments for appropriate purchases.
7. Purchased additional fuel efficient vehicles for use by Town and School Departments, including: hybrids and 4 cylinder vehicles.
8. Continued to make purchases from state and other cooperative contracts, as appropriate, in compliance with MGL Ch. 30B.
9. Trained both Town and School staff on purchasing procedures, including using various vendors' online ordering systems.
10. Managed various supermarket accounts (Ahold/Stop & Shop, Albertsons/Star) for School Food service, SPED, and other summer programs.

FY2019 ACCOMPLISHMENTS (Con't.)

Purchasing (con't.)

11. Continuing review, with IT Department assistance, to modify and eliminate telephone lines. Reviewed updated proposals for fiber solutions for internet and telecom connectivity.
12. Continued to coordinate use of mailing machines at Town Hall, COA and Public Safety to control the costs of mail processing.
13. Managed cell phones plans, phones, and accessories to keep costs low and improve service.
14. Used in-house print capabilities to lessen the costs of outside printing services. The Annual Report, Financial Plan, Financial Trend Monitoring Report, Contract Specifications, Town Meeting Combined Reports, Town Meeting Member Newsletters, and other materials continue to be printed internally.

Assessors

1. The Assessors completed a full town-wide revaluation to all assessed values for fiscal year 2019, which resulted in a town-wide increase in the total taxable value of 7.7% to $25.1 billion, now the 4th highest assessed value in the Commonwealth.
2. The Assessors also continued to provide assistance to a special committee established by the Select Board to review a 2016 Special Town Meeting warrant article to study the tax relief programs available to Brookline senior taxpayers, including the modification or expansion of existing programs and the exploration of new programs. The result of the special committee's work was the authorization of three warrant articles before the 2017 Special Town Meeting that would make the following changes available to the town:
    a. Lower the current 5% interest rate on deferred property taxes to a rate tied to the one-year average of 10-year US Treasury constant maturity rate.
    b. Petition the General Court to modify the existing statutory language of clause 41A of section 5, of Chapter 59 (tax deferral), to increase the income limit of eligible taxpayers, in order to open the deferral program to more participants.
    c. To establish a taxation aid committee to oversee a special fund to aid qualified elderly and disabled taxpayers using funds donated through the tax bill process as a special, additional contribution.
3. All of the special committee's recommendations have been implemented including the passage of Brookline's Home Rule legislation as Chapter 293 of the Acts of 2018 enabling the Town to increase the income limit for seniors to qualify for the tax deferral program under clause 41A of section 5 of Chapter 59 to $86,000 from the previous limit of $57,000.

Treasurer/Collector

1. Created a 24-hour interactive voice response (IVR) phone line for tax and utility payments.
2. Allowed residents to pay tax and utility payments by text.
3. Adjusted the interest rate for deferred tax accounts from 5% to 2.33% (matches the 10-year US Treasury Note) as was voted at the 2017 Special Town Meeting.
4. Accepted donations for the Senior and Disabled Taxation Aid Fund.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2017	ESTIMATE FY2018	ACTUAL FY2018	ESTIMATE FY2019	ESTIMATE FY2020
COMPTROLLER					
Payment Vouchers/ Invoices Processed	39,770	40,000	43,495	40,000	45,000
EFT Payments Processed	1,798	2,200	1,752	2,200	2,000
Manual checks processed	0	1	0	1	1
Computer Checks Processed	13,490	16,000	13,508	15,000	15,000
Vendors Serviced	4,637	4,600	4,505	4,600	4,600
Journal Vouchers Processed	1,801	2,000	1,785	1,900	1,900
Requisitions Approved	10,149	10,126	9,875	10,000	10,000
Cash Receipts Processed	28,755	29,000	26,998	29,000	27,000
Miscellaneous Committed Bills Created	4,750	4,100	4,262	4,100	4,300
PURCHASING					
Blanket Contracts	86	85	89	95	90
Public Bids	81	80	77	85	80
Purchase Orders (PO's)	10,161	10,000	10,149	10,250	10,250
PO $ Value (millions)	$99.1	$100.0	$102.5	$105.0	$105.0
ASSESSORS*					
Revaluation/Certification Cycle	Update	Update	Update	Reval*	Update
Property Inspections Completed	1,492	1,495	3,320	2,500	2,000
Building Permits Reviewed	919	1,047	1,985	1,500	1,200
Property Sales Reviewed & Validated	812	808	705	750	750
Property Transfers (Deeds) Reviewed	1,262	1,233	1,105	1,200	1,200
Income & Expense Statements Reviewed	327	336	308	300	300
Personal Property Returns Reviewed	531	436	411	400	400
Exempt Property Returns Reviewed (3ABC)	98	100	93	100	100
Residential Exemption Audits Completed	159	148	236	200	200
Statutory (Personal) Exemptions Granted	152	141	146	150	160
Abatement Applications Received/Reviewed	176	177	141	150	175
Appellate Tax Board Petitions Filed/Reviewed	71	41	49	50	60
Motor Vehicle Excise Bills Committed	33,938	33,180	33,643	33,500	33,500
MVE Bills Abated	1,459	1,603	1,518	1,500	1,500

*FY2019 Certification of Values changed to FY2019 from FY2018 by DOR based on new 5-year cycle phase in.

PERFORMANCE / WORKLOAD INDICATORS (Con't.)

	ACTUAL FY2017	ESTIMATE FY2018	ACTUAL FY2018	ESTIMATE FY2019	ESTIMATE FY2020
TREASURER / COLLECTOR					
Current Year Collections:					
Real Estate Tax	99.30%	99.00%	99.20%	99.00%	99.00%
Personal Property Tax	82.60%	85.00%	87.80%	90.00%	90.00%
Motor Vehicle Excise Tax	93.10%	93.00%	96.70%	95.00%	95.00%
Refuse	99.00%	99.00%	98.50%	99.00%	99.00%
Water	93.40%	90.00%	87.20%	95.00%	95.00%
Method of Payments:					
Checks	93.24%	90.00%	83.92%	80.00%	80.00%
Electronic Funds Transfer	5.12%	5.00%	12.84%	15.00%	15.00%
Credit Card	1.65%	2.00%	3.24%	2.50%	2.50%
Telephone (IVR)	0.00%	0.00%	0.00%	2.50%	2.50%
Number of Bills:					
Real Estate Tax	68,606	68,000	71,090	71,100	71,100
Personal Property Tax	2,089	2,000	2,094	2,090	2,090
Motor Vehicle Excise Tax	40,876	40,850	40,922	40,900	40,900
Water	39,276	41,600	42,852	42,850	42,850
Refuse	26,692	29,400	29,771	29,770	29,770
Municipal Lien Certificates (MLC) Issued	1,528	1,250	1,186	1,200	1,200
Investment Earnings:					
Total $	$302,106	$200,000	$620,634	$500,000	$447,300
Investment Return	2.0%	2.0%	6.0%	3.5%	3.5%
Total Payrolls	87	100	110	120	120
Total # of Checks	4,504	7,000	3,706	3,610	3,610
Total # of Direct Deposits	89,380	89,000	93,900	94,000	94,000
W-2's Prepared Annually	4,029	4,000	4,171	4,090	4,090
% of employees direct deposit	95%	93%	96%	96%	96%

TOWN OF BROOKLINE FY2020 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance PROGRAM: Finance Department

SUMMARY OF SUB-PROGRAMS

SUB-PROGRAMS	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY19 vs. FY20 $ CHANGE	FY19 vs. FY20 % CHANGE
Comptroller	588,341	685,500	697,828	12,328	1.8%
Purchasing	661,607	717,277	741,164	23,887	3.3%
Assessor	694,167	720,154	720,716	562	0.1%
Treasurer-Collector	1,428,190	1,226,908	1,250,602	23,693	1.9%
TOTAL	3,372,305	3,349,839	3,410,309	60,470	1.8%

COMPTROLLER

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY19 vs. FY20 $ CHANGE	FY19 vs. FY20 % CHANGE
Personnel	366,445	441,897	446,145	4,248	1.0%
Services	213,524	228,646	236,546	7,900	3.5%
Supplies	1,292	6,000	6,000	0	0.0%
Other	5,619	7,507	7,507	0	0.0%
Capital	1,461	1,450	1,630	180	12.4%
TOTAL	588,341	685,500	697,828	12,328	1.8%

PURCHASING

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY19 vs. FY20 $ CHANGE	FY19 vs. FY20 % CHANGE
Personnel	393,765	404,290	405,977	1,687	0.4%
Services	236,492	267,152	266,152	(1,000)	-0.4%
Supplies	26,825	23,960	23,960	0	0.0%
Other	2,281	2,400	6,600	4,200	175.0%
Utilities	1,166	1,375	1,375	0	0.0%
Capital	1,079	18,100	37,100	19,000	105.0%
TOTAL	661,607	717,277	741,164	23,887	3.3%

ASSESSOR

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY19 vs. FY20 $ CHANGE	FY19 vs. FY20 % CHANGE
Personnel	662,498	672,395	672,857	462	0.1%
Services	22,011	36,159	36,259	100	0.3%
Supplies	2,285	2,000	2,000	0	0.0%
Other	5,131	7,500	7,500	0	0.0%
Capital	2,242	2,100	2,100	0	0.0%
TOTAL	694,167	720,154	720,716	562	0.1%

TREASURER-COLLECTOR

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY19 vs. FY20 $ CHANGE	FY19 vs. FY20 % CHANGE
Personnel	793,497	846,108	849,902	3,793	0.4%
Services	607,600	354,900	374,800	19,900	5.6%
Supplies	17,272	15,000	15,000	0	0.0%
Other	7,353	8,300	8,300	0	0.0%
Capital	2,468	2,600	2,600	0	0.0%
TOTAL	1,428,190	1,226,908	1,250,602	23,693	1.9%

PURCHASING SUBPROGRAM

SUMMARY OF ELEMENTS

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Purchasing	310,719	340,787	365,674	24,887	7.3%
General Services	350,888	376,490	375,490	(1,000)	-0.3%
TOTAL	661,607	717,277	741,164	23,887	3.3%

Purchasing

ELEMENT COSTS

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Personnel	302,275	311,455	313,142	1,687	0.5%
Services	3,617	4,397	4,397	0	0.0%
Supplies	301	3,060	3,060	0	0.0%
Other	2,281	2,400	6,600	4,200	175.0%
Utilities	1,166	1,375	1,375	0	0.0%
Capital	1,079	18,100	37,100	19,000	105.0%
TOTAL	310,719	340,787	365,674	24,887	7.3%

General Services

ELEMENT COSTS

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Personnel	91,490	92,835	92,835	0	0.0%
Services	232,875	262,755	261,755	(1,000)	-0.4%
Supplies	26,523	20,900	20,900	0	0.0%
Other	0	0	0	0	0.0%
Capital	0	0	0	0	0.0%
TOTAL	350,888	376,490	375,490	(1,000)	-0.3%

TREASURER-COLLECTOR SUB-PROGRAM

SUMMARY OF ELEMENTS

SUB-PROGRAMS	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY19 vs. FY20 $ CHANGE	FY19 vs. FY20 % CHANGE
Administration	648,066	393,000	523,027	130,027	33.1%
Treasurer	103,826	175,876	113,349	(62,527)	-35.6%
Collector	293,644	267,797	222,308	(45,489)	-17.0%
Payroll	382,654	390,235	391,918	1,683	0.4%
TOTAL	1,428,190	1,226,908	1,250,602	23,693	1.9%

Administration

ELEMENT COSTS

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY19 vs. FY20 $ CHANGE	FY19 vs. FY20 % CHANGE
Personnel	135,104	159,625	160,927	1,302	0.8%
Services	497,908	228,100	348,400	120,300	52.7%
Supplies	11,155	1,000	5,000	4,000	400.0%
Other	3,505	3,700	6,100	2,400	64.9%
Capital	394	575	2,600	2,025	352.2%
TOTAL	648,066	393,000	523,027	130,027	33.1%

Treasurer

ELEMENT COSTS

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY19 vs. FY20 $ CHANGE	FY19 vs. FY20 % CHANGE
Personnel	101,642	114,101	113,349	(752)	-0.7%
Services	496	58,100	0	(58,100)	-100.0%
Supplies	160	1,500	0	(1,500)	-100.0%
Other	1,527	1,600	0	(1,600)	-100.0%
Capital	0	575	0	(575)	-100.0%
TOTAL	103,826	175,876	113,349	(62,527)	-35.6%

Collector

ELEMENT COSTS

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY19 vs. FY20 $ CHANGE	FY19 vs. FY20 % CHANGE
Personnel	212,841	221,222	222,308	1,086	0.5%
Services	79,223	43,200	0	(43,200)	-100.0%
Supplies	736	2,500	0	(2,500)	-100.0%
Other	252	300	0	(300)	-100.0%
Capital	591	575	0	(575)	-100.0%
TOTAL	293,644	267,797	222,308	(45,489)	-17.0%

Payroll

ELEMENT COSTS

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY19 vs. FY20 $ CHANGE	FY19 vs. FY20 % CHANGE
Personnel	343,909	351,160	353,318	2,158	0.6%
Services	29,972	25,500	26,400	900	3.5%
Supplies	5,221	10,000	10,000	0	0.0%
Other	2,069	2,700	2,200	(500)	-18.5%
Capital	1,483	875	0	(875)	-100.0%
TOTAL	382,654	390,235	391,918	1,683	0.4%

TOWN OF BROOKLINE FY2020 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance SUB-PROGRAM: Comptroller

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2017	NUMBER OF POSITIONS FUNDED FY2018	FY2019 SALARY RANGE LOW	FY2019 SALARY RANGE HIGH	FY2019 BUDGET NO.	FY2019 BUDGET AMOUNT	FY2020 RECOMMENDATION NO.	FY2020 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Town Comptroller	D-5	1.00	1.00	103,951	122,449	1.00	120,640	1.00	122,449
	Assistant Comptroller	T-10	1.00	1.00	82,045	92,830	1.00	92,830	1.00	92,830
	Senior Accountant	T-5	1.00	1.00	62,533	70,753	2.00	125,066	2.00	127,292
	Senior Audit Clerk	C-6	2.00	2.00	48,119	50,267	2.00	99,611	2.00	99,824
	Subtotal		5.00	5.00			6.00	438,147	6.00	442,395
	Other									
513044	Longevity							2,650		2,650
515501	Clothing/Uniform Allowance (In lieu of boots)							1,100		1,100
	Subtotal							3,750		3,750
	Total		**5.00**	**5.00**			**6.00**	**441,897**	**6.00**	**446,145**

TOWN OF BROOKLINE FY2020 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance SUB-PROGRAM: Purchasing

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2017	NUMBER OF POSITIONS FUNDED FY2018	FY2019 SALARY RANGE LOW	FY2019 SALARY RANGE HIGH	FY2019 BUDGET NO.	FY2019 BUDGET AMOUNT	FY2020 RECOMMENDATION NO.	FY2020 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Chief Procurement Officer	D-5	1.00	1.00	103,951	122,449	1.00	122,449	1.00	122,449
	Procurement Officer	T-8	1.00	1.00	75,855	85,827	1.00	82,851	1.00	84,326
	Supervisor of Mailing/Printing	GN-6	1.00	1.00	52,206	54,833	1.00	54,833	1.00	54,833
	Buyer/Clerk	C-9	1.00	1.00	53,112	55,307	1.00	55,307	1.00	55,307
	Senior Office Assistant/CT	C-5	1.00	1.00	46,510	48,640	1.00	47,947	1.00	48,159
	Mail Clerk	GN-2	0.93	0.93	35,685	37,480	0.93	34,982	0.93	34,982
	Subtotal		5.93	5.93			5.93	398,370	5.93	400,057
513044	Longevity Pay							4,270		4,270
515501	Clothing/Uniform Allowance (In lieu of boots)							1,650		1,650
	Subtotal							5,920		5,920
	Total		**5.93**	**5.93**			**5.93**	**404,290**	**5.93**	**405,977**

TOWN OF BROOKLINE FY2020 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance SUB-PROGRAM: Assessing

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2017	NUMBER OF POSITIONS FUNDED FY2018	FY2019 SALARY RANGE LOW	FY2019 SALARY RANGE HIGH	FY2019 BUDGET NO.	FY2019 BUDGET AMOUNT	FY2020 BUDGET NO.	FY2020 BUDGET AMOUNT
510101	Permanent Full Time Salaries									
	Chief Assessor	D-5	1.00	1.00	103,951	122,449	1.00	122,449	1.00	122,449
	Deputy Chief Assessor	T-12	1.00	1.00	90,447	102,336	1.00	102,336	1.00	102,336
	Assistant Assessor - Residential / Commercial	T-9	1.00	1.00	78,890	89,260	1.00	89,260	1.00	89,260
	Assistant Assessor / Field Appraiser	GN-10	3.80	3.80	66,086	69,411	3.80	263,762	3.80	263,762
	Principal Clerk	C-8	1.00	1.00	51,502	53,682	1.00	52,727	1.00	52,938
	Subtotal		7.80	7.80			7.80	630,534	7.80	630,745
510102	Permanent Part Time Salaries									
	Office Assistant	C-5	0.49	0.49	45,816	47,916	0.49	22,791	0.49	23,042
	Assessor - Board Members (2)					6,000		12,000		12,000
	Subtotal		0.49	0.49			0.49	34,791	0.49	35,042
	Other									
513044	Longevity Pay							6,520		6,520
515501	Clothing/Uniform Allowance (In Lieu of Boots)							550		550
	Subtotal							7,070		7,070
	Total		**8.29**	**8.29**			**8.29**	**672,395**	**8.29**	**672,857**

TOWN OF BROOKLINE FY2020 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance SUB-PROGRAM: Treasurer - Collector

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2017	NUMBER OF POSITIONS FUNDED FY2018	FY2019 SALARY RANGE LOW	FY2019 SALARY RANGE HIGH	FY2019 BUDGET NO.	FY2019 BUDGET AMOUNT	FY2020 RECOMMENDATION NO.	FY2020 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Director of Finance/Treasurer	D-8	1.00	1.00	130,948	154,251	1.00	151,971	1.00	154,251
	Payroll Director	T-14	1.00	1.00	101,626	114,985	1.00	114,985	1.00	114,985
	Assistant Treasurer	T-7	1.00	1.00	72,938	82,526	1.00	75,558	1.00	74,236
	Assistant Collector	T-7	1.00	1.00	72,938	82,526	1.00	82,526	1.00	82,526
	Payroll Coordinator	T-5	2.00	2.00	62,533	70,753	2.00	133,285	2.00	134,398
	Head Cashier	C-9	1.00	1.00	53,112	55,307	1.00	55,308	1.00	55,307
	Senior Clerk Typist/CT	C-6	2.00	1.00	48,119	50,267	1.00	48,309	1.00	48,825
	Senior Office Assistant/AR	C-6	1.00	2.00	48,119	50,267	2.00	98,169	2.00	98,902
	Senior Office Assistant	C-5	1.00	1.00	45,816	47,916	1.00	47,441	1.00	47,916
	Subtotal		11.00	11.00			11.00	807,552	11.00	811,346
510901	Temporary Part Time Salaries									
	Clerical Support							17,500		17,500
	Subtotal		0.00	0.00			0.00	17,500	0.00	17,500
	Other									
510300	Regular Overtime							15,156		15,156
513044	Longevity Pay							3,700		3,700
515501	Clothing/Uniform Allowance (In Lieu of Boots)							2,200		2,200
	Subtotal							21,056		21,056
	Total		**11.00**	**11.00**			**11.00**	**846,108**	**11.00**	**849,902**

PROGRAM DESCRIPTION

The Office of Town Counsel functions as the Town of Brookline's municipal counsel, providing legal advice to Town officials and employees in Town related matters. With staff support, the Town's counsel represent the Town and its officials and employees in claims and lawsuits in which they are named as parties, including personal injury and property damage claims that are brought under M.G.L. c. 84 and the Massachusetts Tort Claims Act; at administrative hearings and appeals before state and federal agencies, and in the state and federal trial and appellate courts. The Town's counsel draft, review and approve contracts, leases, and other municipal legal instruments; respond to open meeting and public records law requests and complaints; provide daily advice to officials, administrators and town and school department employees in matters concerning education, employment, open meeting, public record, conflict of interest, and zoning law; and provide advice and support to Town Meeting members and others in matters pertaining to Town Meeting.

BUDGET STATEMENT

The FY20 budget increases $66,078 (6.1%). Personnel increases $62,813 (8.9%), due to a fully funded Associate Town Counsel position ($50,275), increased hours for Part-Time Salaries ($8,250), and an increase in Steps ($4,288).

Services increases by $1,000 (0.4%), due to an increase to Subscriptions.

Supplies increases $1,000 (28.6%), due to an increase to Office Supplies.

Other increases by $1,100 (1.0%), due to an increase to Professional Dues and Membership.

Capital increases $165 (9.7%), due to an increase to Leased Equipment.

FY2020 OBJECTIVES

1. To complete discovery and move for judgment in the matter of Gerald Alston v. Town of Brookline in the United States District Court.
2. To provide continued legal support and advice to Town officials with regard to the local regulation of recreational marijuana.
3. To improve the Town's approach to public records requests to streamline and ensure more effective compliance with the requirements of the law.
4. To continue to provide guidance to Town Meeting Members and citizens in warrant article filing.
5. To participate in the advancement of the High School Expansion Project.
6. To provide assistance to Planning staff and the Board of Appeals in Chapter 40B permitting.
7. To continue to defend the Town, its officials and employees, in litigation matters.
8. To continue to provide guidance to the School Department in matters pertaining to policy development, special education, student discipline, and education and disability law.

FY2020 OBJECTIVES (con't.)

9. To seek and obtain favorable resolution of claims filed against the Town, its officials and employees.
10. To continue to assist Town Departments in recovering monies owed to the Town for damage to Town property, and the collection of unpaid fees and taxes.
11. To provide ongoing training to Town officials and employees in laws pertaining to Open Meeting Law and Public Records Law.
12. To participate in preparations for the development of short term rental regulations.

PROGRAM COSTS. LEGAL SERVICES

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Personnel	654,349	708,617	771,430	62,813	8.9%
Services	317,339	250,309	251,309	1,000	0.4%
Supplies	3,500	3,500	4,500	1,000	28.6%
Other	78,865	112,000	113,100	1,100	1.0%
Capital	1,700	1,700	1,865	165	9.7%
TOTAL	1,055,753	1,076,126	1,142,204	66,078	6.1%
BENEFITS			358,422		
REVENUE	1,908	10,000	10,000	0	0.0%

FY2019 ACCOMPLISHMENTS

1. Drafted general and zoning by-laws establishing a local regulatory scheme for recreational marijuana.
2. Assisted the Preservation Commission and Preservation Staff with the drafting and submission of a Town Meeting article amending the Demolition Delay By-Law.
3. Litigated Civil Service Commission challenge to termination through completion of evidentiary hearing in Gerald Alston v. Town of Brookline.
4. Successfully defended the Town in litigation matters, including tort claims, appeals of zoning decisions, and appeals of Preservation Commission decisions.
5. Coordinated and responded to multiple comprehensive public records requests and open meeting law complaints related to the Town's efforts to locate a ninth elementary school.
6. Negotiated the acquisition of real property adjacent to the Baldwin School.
7. Negotiated a long term lease of the building under development at 127 Harvard Street for the Brookline Early Education Program.
8. Drafted Temporary Location and License Agreements issued to a number of Production Companies for filming projects on Town owned property.
9. Negotiated host community agreements with recreational marijuana vendors seeking licensure.
10. Provided legal guidance to school administrators, principals, and other school personnel pertaining to student enrollment eligibility, record access, discipline, deposition subpoenas and contracts.
11. Negotiated, drafted and reviewed numerous contracts and other legal documents related to environmental issues; real estate transactions; and real estate development projects.
12. Provided substantial support to the Town's Records Access Officer in connection with public records requests received by the Town.
13. Provided or coordinated the provision of substantial legal advice to the Select Board and School Committee in connection with the Town's efforts to locate a ninth elementary school.
14. Provided Town officials and staff with informal and formal opinions in a wide array of matters pertaining to Town business.
15. Reviewed contracts for multiple Town Departments.
16. Settled two claims against the Town alleging discrimination on the basis of race (one by a former employee, and one by a citizen) for the sum of $337,000.

PERFORMANCE/ WORKLOAD INDICATORS

	ACTUAL FY2017	ESTIMATE FY2018	ACTUAL FY2018	ESTIMATE FY2019	ESTIMATE FY2020
Claims & Lawsuits - Filed	158	140	134	125	130
Claims & Lawsuits - Active	96	90	88	85	85
Claims & Lawsuits - Disposed	63	60	61	55	50
Petitions to Foreclose	57	30	33	35	30
Tax Title Cases in Land Court	17	20	16	15	15
Medical Panel Claims	87	90	84	80	82
Zoning Board Of Appeals Matters	5	10	6	7	5
Appelate Tax Board Matters	5	5	3	4	3
Bankruptcy Cases	11	15	15	10	12
Real Property Leases - Drafted/Reviewed	18	12	10	15	10
Contracts/Agreements/Legal Instruments	162	200	157	150	150
Formal/Informal Legal Opinions	78	30	39	65	40
Warrant Article Review	20	15	10	15	10
Affordable Housing Projects/Closings	15	14	8	12	7
Town Property Damage Recovery	33	25	28	25	25
Miscellaneous Legal Matters	37	30	41	35	30

TOWN OF BROOKLINE	PROGRAM GROUP: Administration and Finance

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2017	NUMBER OF POSITIONS FUNDED FY2018	FY2019 SALARY RANGE LOW	FY2019 SALARY RANGE HIGH	FY2019 BUDGET NO.	FY2019 BUDGET AMOUNT	FY2020 RECOMMENDATION NO.	FY2020 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Town Counsel	D-8	1.00	1.00	130,948	154,251	1.00	154,251	1.00	154,251
	Associate Town Counsel II	D-5	1.00	1.00	103,951	122,449	1.00	122,449	1.00	122,449
	First Assistant Town Counsel	T-15	1.00	1.00	107,723	121,884	1.00	121,884	1.00	121,884
	Associate Town Counsel I	T-14	1.00	1.00	101,626	114,985	1.50	159,870	2.00	214,433
	Senior Paralegal Secretary	T-5	1.00	1.00	62,533	70,753	1.00	70,753	1.00	70,753
	Paralegal Secretary	C-9	1.00	1.00	52,321	54,484	1.00	54,484	1.00	54,484
	Subtotal		6.00	6.00			6.50	683,690	7.00	738,253
	CDBG Charge-Off							(5,000)		(5,000)
	Net Total		6.00	6.00			6.50	678,690	7.00	733,253
510102	Permanent Part Time Salaries									
	Senior Clerk Typist	C-4	0.53	0.53	43,351	54,427	0.53	24,227	0.53	24,227
	Subtotal		0.53	0.53			0.53	24,227	0.53	24,227
	Other									
513044	Longevity Pay							5,150		5,150
515501	Clothing/Uniform Allowance							550		550
	Subtotal							5,700		5,700
	Total		**6.53**	**6.53**			**7.03**	**708,617**	**7.53**	**763,180**

TOWN OF BROOKLINE FY2020 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance PROGRAM: Advisory Committee

PROGRAM DESCRIPTION

The Advisory Committee is appointed by the Town Moderator in accordance with Sections 2.2.1 and 2.2.2 of the Town's By-Laws, which read as follows:

"Section 2.2.1: The Moderator shall, in June of each year, appoint citizens to serve on the Advisory Committee (herein the "Committee") established under G.L.C. 39, Section 16, and this By-Law. Members of the Committee shall serve without compensation. The Committee shall consist of not fewer than twenty nor more than thirty registered voters of the Town. At least one elected Town Meeting Member shall be appointed from each precinct. No more than six members shall be appointed who are not elected Town Meeting Members at the time of their appointment. No more than four members of the Committee shall reside in the same precinct. No member of the Committee shall be an employee of the Town or a member of any standing board or Committee having charge of the expenditure money; but, this restriction shall not disqualify from appointment to the Committee, members of special committees which may be created from time to time by Town Meeting, the Moderator, or the Select Board to report on specific matters.

Section 2.2.2: members shall hold office from July 1st, in the year of their appointment, for three year staggered terms and until their successors are appointed. All vacancies shall be filled by the Moderator for the unexpired term of the appointee's predecessor."

BUDGET STATEMENT

The FY20 budget increases $237 (1.0%) due to an increase in Steps.

FY2020 OBJECTIVES

In accordance with Section 2.2.5 of Article 2.2: "The Committee shall consider any and all municipal questions, including appropriation requests and proposed action under all articles in the Warrant for a Town Meeting, for the purpose of making reports and recommendations to the Town. The Committee shall submit a budget at the Annual Town Meeting. It may examine the books and records of any board, committee, or officer of the Town as far as permitted by law.

The Superintendent of Schools (in the case of school appropriations) and the Town Administrator (in the case of all other appropriations) shall submit their requests for appropriations to the Committee by February 15th or the next town business day if said date falls on a weekend or holiday; or seven days after the Governor submits the annual budget to the General Court, whichever is later."

PROGRAM COSTS - ADVISORY COMMITTEE

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Personnel	18,403	23,665	23,902	237	1.0%
Services	0	0	0	0	0.0%
Supplies	2,400	3,275	3,275	0	0.0%
Other	345	570	570	0	0.0%
Capital	279	295	295	0	0.0%
TOTAL	21,427	27,805	28,042	237	0.9%
BENEFITS			0		
REVENUE	0	0	0	0	0.0%

FY2019 ACCOMPLISHMENTS

1. During FY2019, the full Advisory Committee met over 30 times and each of the Advisory Committee Subcommittees separately met numerous more times. In addition, the Capital Subcommittee made multiple visits to project sites.
2. Spent three months reviewing the Town Administrator's Proposed FY2019 Financial Plan and Capital Improvements Program (CIP) and developing the Advisory Committee's version of the budget for FY2019. Presented to Town Meeting a detailed analysis and recommendation, which included an overview of the Town budget and the longer-term fiscal outlook, a comprehensive report on the School budget, and descriptions and analyses of the numerous construction/renovation projects included in the CIP.
3. Monitored fiscal trends and offered recommendations regarding the charge to the Brookline Fiscal Advisory Committee, which the Select Board appointed pursuant to the Advisory Committee's recommendation that the Select Board appoint a committee to consider not only the need for operating and debt exclusion overrides, but all aspects of the long-term fiscal outlook for Brookline.
4. Continued to follow a process for more detailed review of Reserve Fund transfer requests, including subcommittee evaluation of all such requests prior to review by the full Advisory Committee.
5. Prepared and presented to Town Meeting comprehensive reports on a number of complicated Warrant Articles and financial considerations. The Committee investigated and made recommendations on a particularly extensive and complex set of amendments to the FY2019 budget. That process led to a review of procedures for managing Town and school revolving funds. Other topics to which the Advisory Committee devoted a great deal of attention and analysis included the requests for schematic design funds for the construction of a new Baldwin School and a new Driscoll School. Members of the committee presented in-depth analysis of and detailed reports on these topics, and also encouraged the Public Schools of Brookline to revise, correct, and update estimates of future school enrollment. Committee members assisted several petitioners in the process of improving their Warrant Articles. For example, local Girl Scouts received advice on their proposal regarding the recycling of unsold goods. Members also successfully encouraged petitioner of the Article on the Beacon Street Bridle Path to work with relevant department heads and to amend the Article to develop a realistic timeframe for funding and implementation.
6. Regularly updated meeting schedules, maintained ongoing communications and provided materials to all department heads, Town boards and commissions, Town Meeting Members, union officials, local newspapers, and other interested parties. Held open public hearings on issues before Town Meeting.

FY2019 ACCOMPLISHMENTS (con't.)

7. Members of the Advisory Committee participated on committees appointed by the Select Board and the Moderator, including the Brookline Fiscal Advisory Committee, the Land Bank Study Committee, the Newbury College Acquisition Study Committee, the Moderator's Committee on Elderly Tax Relief, the Devotion School Building Committee, the Coolidge Corner Study Committee, the Building Committee for the Brookline High School Expansion Project, the Building Committee for the 9th Elementary School at Baldwin, the Select Board's Committee for Animal Control Training for Police, the Police Chief Selection Committee, and the Kent/Station Street Affordable Senior Housing Committee.
8. Members also served on several standing Town committees, commissions, and boards, including the Economic Development Advisory Board, Martin Luther King Celebration Committee, Zoning By-Law Review Committee, Town/School Partnership Committee, Hubway Advisory Committee, Naming Committee, Taxation Aid Committee, and Audit Committee.

TOWN OF BROOKLINE FY2020 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance PROGRAM: Advisory Committee

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2019 SALARY RANGE		FY2019 BUDGET		FY2020 RECOMMENDATION	
			FY2017	FY2018	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510102	Permanent Part Time Salaries									
	Executive Assistant	C-10	0.40	0.40	57,312	59,754	0.40	23,665	0.40	23,902
	Total		**0.40**	**0.40**			**0.40**	**23,665**	**0.40**	**23,902**

TOWN OF BROOKLINE FY2020 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance PROGRAM: Town Clerk

PROGRAM DESCRIPTION

The Town Clerk is elected to a three-year term by the citizens of the Town. The Department has three subprograms - Public Records, Elections, and Voter Registration - that are mandated by Federal and State statutes and Town By-Laws to record, implement, compile, and preserve the actions and directives of the Town's executive and legislative branches. The principal duties of the office are to maintain factual public records and to administer fair and accurate elections. The Department's responsibilities also include secretarial duties for the Board of Registrars of Voters.

A brief description of each of the subprograms is as follows:

Public Records - Duties include the keeping of the Town Seal and all official records of the Town; maintaining all rules, regulations, and by-laws governing the Town's various boards, departments, commissions, and committees; certifying Town Meeting actions and official documents; performing oaths of office; recording all births, deaths, and marriages and issuing certified copies of same; issuing licenses, permits, certificates, and renewals.

Elections - The Town Clerk is the mandated authority for conducting federal, state, and local elections. The Town Clerk serves as the custodian of the voting machines and is responsible for the supervision and instruction of over 200 election workers in the use of those machines and in laws pertinent to their duties. The Town Clerk is required to provide certified election results to the Office of the Secretary of State, the Bureau of Accounts, and numerous other governing bodies and agencies.

Voter Registration - The Town Clerk serves as an ex-officio member of the Board of Registrars of Voters. Duties include registering all eligible residents of the Town as voters, producing a street list of the residents of the Town, and certifying signatures of registered voters of the Town on nomination papers of candidates for federal, state, and local office, as well as referendum and initiative petitions.

BUDGET STATEMENT

The FY20 budget decreases $129,275 (16.3%). This is primarily due to the reduction of elections from three to two in FY20.

Personnel decreases $108,975 (16.6%), due to decreases in Election Workers (($132,315) and the Chargeoff to State Grant ($22,000). The decrease is partially offset by an increase in Steps ($1,340).

Services decreases $15,300 (13.9%), due to a decrease in Professional/Technical Services, tied to the number of elections.

Supplies decreases $5,000 (22.0%), due to a decrease in Meals and Receptions, also tied to the number of elections.

PROGRAM COSTS - TOWN CLERK

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Personnel	479,869	655,388	546,413	(108,975)	-16.6%
Services	70,142	110,172	94,872	(15,300)	-13.9%
Supplies	11,149	22,750	17,750	(5,000)	-22.0%
Other	600	2,450	2,450	0	0.0%
Capital	1,184	1,280	1,280	0	0.0%
TOTAL	562,943	792,040	662,765	(129,275)	-16.3%
BENEFITS			207,907		
REVENUE	152,857	155,200	155,200	0	0.0%

FY2020 OBJECTIVES

1. To generate and mail late notices for 2019 Year End Campaign Finance Reports to all local candidates and committees.
2. To receive, file and post 2019 Year-End Campaign Finance reports for all local candidates and committees.
3. To distribute, collect and record the 2019 Annual Street List.
4. To conduct voter registration sessions for the May 2019 Annual Town Election.
5. To conduct a Test Deck Tabulation for ballots for the May 2019 Annual Town Election.
6. To transmit to the Elections Division of the Office of the Secretary of the Commonwealth certification of the Test Deck tabulation programming for the May 2019 Annual Town Election.
7. To receive, file and post 8 day Pre-Election Campaign Finance Reports for local candidates and committees for the May 2019 Annual Town Election.
8. To administer, record and certify the results of the May 2019 Annual Town Election.
9. To update the Town Web-site's List of Town Meeting Members based upon the results of the May 2019 Annual Town Election.
10. To transmit a certified list of newly elected Town Officers to the Elections Division of the Office of the Secretary of the Commonwealth, based on the final results of the May 2019 Annual Town Election.
11. To receive, file and post 30 day Post-Election Campaign Finance Reports for local candidates and committees for the May 2019 Annual Town Election.
12. To certify and transmit all General and Zoning By-Laws, passed at the May 2018 Annual Town Meeting to the Office of the Attorney General's Municipal Law Unit for review and approval.
13. To certify and transmit all authorizations to borrow to the Department of Revenue's Local Services Division taken at the May 2019 Annual Town Meeting.
14. To remove all voters who did not respond to the 2018 Annual Street List mailing.
15. To generate, print and mail Confirmation Notices for all Inactive Voter/Non-Respondents to the 2018 Annual Street List.
16. To delete and edit all in-active voters based upon the 2018 confirmation notice responses.
17. To publish and distribute the 2018 List of Persons 17 Years of Age and Older.
18. To publish and distribute the 2019-2020 List of Elected Officers, Advisory Committee Members, Committee on Town Organization and Structure and Executive Officers of the Town Meeting Members Association.
19. To certify and attest to Bond Counsel regarding all authorizations to borrow passed at the May 2018 Annual Town Meeting.
20. To update the General By-Laws on the Town's website based on the approval of the actions taken at the May 2019 Annual Town Meeting by the Attorney General's Municipal Law Unit.
21. To post the Attorney General's Municipal Law Unit's approval of the General and Zoning By-laws, passed at the May 2019 Annual Town Meeting.

FY2020 OBJECTIVES (Con't.)

22. To notify the affected Town departments based on the General and Zoning By-Law changes taken at the May 2019 Annual Town Meeting.
23. To transmit to the Elections Division of the Office of the Secretary of the Commonwealth, certification of the results of 2019 Elections.
24. To administer, record, certify and transmit any randomly selected audits, mandated by the Commonwealth for 2019 Elections.
25. To administer, record, and certify the actions taken at the November 2019 Special Town Meeting.
26. To certify and transmit all General and Zoning By-Laws, passed at the November 2019 Special Town Meeting to the Office of the Attorney General's Municipal Law Unit for review and approval.
27. To delete all registered voters who are multiple year non-respondents to the Annual Street List.
28. To certify and transmit all authorizations to borrow to the Department of Revenue's Local Services Division, passed at the November 2019 Special Town Meeting.
29. To generate and mail all dog License and Green Dog License renewals for 2019.

FY2019 ACCOMPLISHMENTS

1. Mailed absentee ballot applications to all certified physically disabled voters on file with the Town Clerk's Office.
2. Certified all town-wide and Town Meeting nomination papers, for the May 2018 Annual Town Election, that were submitted for certification.
3. Destroyed all ballots and election materials from the May 2018 Annual Town Election.
4. Conducted four special voter registration sessions for the May 2018 Annual Town Election.
5. Conducted six special absentee voting sessions for the May 2018 Annual Town Election.
6. Conducted a Test Deck Tabulation for ballots for the May 2018 Annual Town Election.
7. Transmitted to the Elections Division of the Office of the Secretary of the Commonwealth certification of the Test Deck tabulation programming for the May 2018 Annual Town Election.
8. Received, filed and posted all Pre-Election campaign finance reports for local candidates, candidates' committees, and political action committees for the May 2018 Annual Town Election.
9. Administered, recorded and certified the results of the May 2018 Annual Town Election.
10. Updated the Town Web-site's List of Town Meeting Members based on the results of the May 2018 Annual Town Election.
11. Transmitted a certified list of newly elected Town Officers to the Elections Division of the Office of the Secretary of the Commonwealth, based on the final results of the May 2018 Annual Town Election..
12. Received, filed, and posted all Post-Election campaign finance reports for local candidates, candidates' committees, and political action committees for the May 2018 Annual Town Election.
13. Received and filed all Post-Election campaign finance reports for local candidates, candidates' committees, and political action committees for the May 2018 Annual Town Election.
14. Published the 2018 List of Persons 17 Years of Age and Older.
15. Publish and distribute the 2018-2019 List of Elected Officers, Advisory Committee Members, Committee on Town Organization and Structure and Executive Officers of the Town Meeting Members Association

FY2019 ACCOMPLISHMENTS (Con't.)

16. Administered, recorded and certified the actions taken at the November 2018 Special Town Meeting.
17. Certified and transmitted all General and Zoning By-Laws, passed at the November 2018 Town Meeting to the Office of the Attorney General's Municipal Law Unit for review and approval.
18. Certified and transmitted all authorizations to borrow to the Commonwealth of Massachusetts' Department of Revenue's Local Services Division that were taken at the November 2018 Town Meeting.
19. Certified and attested to Bond Counsel regarding all authorizations to borrow passed at the November 2018 Town Meeting.
20. Mailed all Dog license and Green Dog License renewals for 2018.
21. Deleted all registered voters, of who were multiple year non-respondents to the Annual Street List.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2017	ESTIMATE FY2018	ACTUAL FY2018	ESTIMATE FY2019	ESTIMATE FY2020
Performance:					
% of Eligible Registered Voters Participating (average)	27.8%	29.0%	32.9%	37.5%	33%
% Rate of Return for Census Forms	60.0%	65.0%	61.0%	65.0%	65%
Hours Election Workers Trained	8	20	20	8	24
Workload:					
Total Elections	2	3	3	1	3
Total Residents as determined by Town Census Respondents	47,342	45,000	48,819	47,000	48,000
Registered Voters	36,677	35,000	35,605	41,000	37,500
Inactive Voters	5,835	9,500	7,790	6,000	6,500
Marriage Intentions	430	395	311	315	320
Dog Licenses	2,555	2,725	2,437	2,500	2,550
Green Dog Licenses	1,551	1,565	1,642	1,650	1,650
Business Certificates	181	200	188	190	200
Other	3,862	3,680	4,033	4,050	4,075

PERFORMANCE / WORKLOAD INDICATORS (con't.)

	ACTUAL FY2017	ESTIMATE FY2018	ACTUAL FY2018	ESTIMATE FY2019	ESTIMATE FY2020
Voters Registered	4,555	4,500	4,480	2,500	4,500
Party/Address/All Changes	3,040	4,750	4,253	1,500	4,300
Voters Inactivated	1,125	5,000	4,653	4,000	4,200
Voters Deleted	2,830	7,000	5,985	2,500	4,300

TOWN OF BROOKLINE FY2020 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance PROGRAM: Town Clerk

SUMMARY OF SUB-PROGRAM COSTS

SUB-PROGRAMS	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Public Records	323,961	364,529	365,948	1,419	0.4%
Elections	96,660	323,735	193,120	(130,615)	-40.3%
Voter Registration	142,322	103,776	103,697	(79)	-0.1%
TOTAL EXPENSES	562,943	792,040	662,765	(129,275)	-16.3%

Elections

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Personnel	56,348	251,782	141,467	(110,315)	-43.8%
Services	34,018	53,203	37,903	(15,300)	-28.8%
Supplies	6,294	18,750	13,750	(5,000)	-26.7%
Other		0	0	0	0.0%
Capital		0	0	0	0.0%
TOTAL	96,660	323,735	193,120	(130,615)	-40.3%

Public Records

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Personnel	306,608	342,547	343,366	819	0.2%
Services	12,135	18,802	18,802	0	0.0%
Supplies	3,831	2,000	2,000	0	0.0%
Other	400	500	500	0	0.0%
Capital	987	680	1,280	600	88.2%
TOTAL	323,961	364,529	365,948	1,419	0.4%

Voter Registration

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Personnel	116,913	61,059	61,580	521	0.9%
Services	23,988	38,167	38,167	0	0.0%
Supplies	1,024	2,000	2,000	0	0.0%
Other	200	1,950	1,950	0	0.0%
Capital	197	600	0	(600)	-100.0%
TOTAL	142,322	103,776	103,697	(79)	-0.1%

TOWN OF BROOKLINE FY2020 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance PROGRAM: Town Clerk

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2017	NUMBER OF POSITIONS FUNDED FY2018	FY2019 SALARY RANGE LOW	FY2019 SALARY RANGE HIGH	FY2019 BUDGET NO.	FY2019 BUDGET AMOUNT	FY2020 RECOMMENDATION NO.	FY2020 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Town Clerk	D-4	1.00	1.00	95,368	112,339	1.00	112,339	1.00	112,339
	Assistant Town Clerk	T-10	1.00	1.00	82,045	92,830	1.00	92,830	1.00	92,830
	Administrative Assistant	C-8	1.00	1.00	51,502	53,682	1.00	51,502	1.00	52,207
	Principal Clerk	C-7	1.00	1.00	49,430	51,593	1.00	50,137	1.00	50,658
	Senior Clerk Typist	C-6	1.50	1.50	48,119	50,267	1.50	75,255	1.50	75,368
	Subtotal		5.50	5.50			5.50	382,063	5.50	383,403
510102	Permanent Part Time Salaries									
	Registrar (3)					3,000		3,000		3,000
	Registrar, Ex Officio (1)					1,500		1,500		1,500
	Subtotal							4,500		4,500
510201	Temporary Full Time Salaries									
	Election Workers							279,315		140,000
	Census Workers							3,500		3,500
	Subtotal							282,815		143,500
510901	Temporary Part Time Salaries									
	Town Meeting							2,500		2,500
	Subtotal							2,500		2,500
	Other									
510300	Regular Overtime							10,210		10,210
513044	Longevity Pay							2,650		2,650
514501	Town Clerk Zoning Board of Appeals (Stipend)							2,000		2,000
515501	Clothing/Uniform Allowance (In lieu of boots)							1,650		1,650
	Subtotal							16,510		16,510
	Chargeoff to State Grant							(33,000)		(11,000)
	Total		**5.50**	**5.50**			**5.50**	**655,388**	**5.50**	**539,413**

TOWN OF BROOKLINE FY2020 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance PROGRAM: Planning and Community Development

PROGRAM DESCRIPTION

The Department of Planning and Community Development is responsible for managing and coordinating the Town's planning, development, zoning, subdivision, design review, housing, historic preservation, and CDBG/HOME grant programs. The Department also provides support to the Planning Board, Zoning Board of Appeals, Housing Advisory Board, Preservation Commission, and other appointed committees and task forces.

The Department consists of the following four sub-programs:

The **Planning and Administration Sub-program** focuses on improving the quality of life of all residents through: administration of the Zoning By-Law and design review requirements; assistance in the preparation of the Capital Improvement Program (CIP); preparation of state and federal grant applications; participation in regional planning (MAPC) and monitoring and coordinating significant developments in nearby municipalities; support of Town boards, commissions, and committees; provision of technical assistance to Town agencies, citizens, and groups, as well as developers, attorneys, and architects on potential development applications; preparation of Zoning By-Law amendments; preparation and implementation of the Comprehensive Plan; preparation and management of design and related improvement plans; and management of Planning Board and Zoning Board of Appeals records and development applications and decisions, including the on-going monitoring of associated conditions of approval. This sub-program assists the Preservation Commission with the promotion, protection, restoration, and preservation of the Town's historical and cultural assets. Major functions include the preparation and implementation of policies, programs, and plans to guide development, the conservation of open space, and the preservation of historic and cultural resources. The sub-program also administers the Historic Districts, the Demolition By-Laws, and the federally-funded Community Development Block Grant (CDBG) and HOME programs.

The **Housing Sub-program** works to increase the supply of affordable housing in town through the administration of all housing programs, including affordable housing preservation, development, and financing.

The **Economic Development Sub-program** focuses on the encouragement of appropriate economic growth, fostering the prosperity of businesses in the Town's commercial areas, enhancing the Town's appearance by promoting design excellence in new development, and preserving and enhancing the character of neighborhoods.

BUDGET STATEMENT

The FY20 budget increases $26,542 (2.3%). Personnel increases $11,442 (1.0%), due to an increase in Steps.

Services increases $15,000 (34.4%), due to an increase to Advertising.

Capital increases $100 (2.5%), due to an increase to Leased Equipment.

PROGRAM COSTS - PLANNING AND COMMUNITY DEVELOPMENT

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Personnel	955,692	1,095,431	1,106,873	11,442	1.0%
Services	34,895	43,633	58,633	15,000	34.4%
Supplies	9,620	9,712	9,712	0	0.0%
Other	3,022	4,550	4,550	0	0.0%
Capital	3,440	4,000	4,100	100	2.5%
TOTAL	1,006,669	1,157,326	1,183,868	26,542	2.3%
BENEFITS			709,129		
REVENUE	100,967	42,000	42,000	0	0.0%

FY2020 OBJECTIVES

Community Planning

1. To plan for and administer the use of $1.6 million in federal Community Development Block Grant (CDBG) and HOME funds, providing oversight and technical assistance to more than twenty federally-funded programs and projects, many of which address the needs of the town's most vulnerable populations.
2. To advocate for the Town's interests by participating in the WestMetro HOME consortium, the Metropolitan Area Planning Council, the Boston Metropolitan Planning Organization and the National Community Development Association.
3. To create new affordable housing units, preserve and improve existing subsidized units, and use public resources to maximize private housing investment.
4. To expand the Blue Bikes regional bike share system to incorporate adaptive and smart bicycles into the existing network.
5. To work with the Department of Public Works (DPW) in administering the Gateway East Project as it moves into construction while coordinating it with other public and private development projects.
6. To continue to provide administrative and professional staff support to the Housing Advisory Board and the CDBG Advisory Committee.
7. To begin preparation of the Town's CDBG Five Year Consolidated Plan.

Regulatory Planning

8. To continue to provide administrative and professional staff support to the Planning Board and Zoning Board of Appeals (ZBA) in order to effectively apply Zoning and Subdivision Control by-laws and statutes, improve the regulatory processes, and elevate transparency relative to land use processes and projects.
9. To continue to provide staff support to the ZBA by working with Comprehensive Permit applicants to improve their proposed projects in order to better address neighborhood and municipal needs within the constraints imposed by MGL Chapter 40B.
10. To work with other municipal departments in implementing Phase 2 of Accela, the Town's online permitting program, in order to allow applicants to submit zoning applications online and to advance coordination of recordkeeping relative to land use.
11. To implement OnBase software to improve and integrate meeting and hearing agenda posting processes for planners who support boards, committees and commissions.
12. To draft a site plan review by-law for submission to Town Meeting.
13. To coordinate the zoning recodification process with the Building Department.
14. To continue to provide professional support to the Preservation Commission and the Neighborhood Conservation District Commission as well as participants in the demolition, Local Historic District (LHD) and Neighborhood Conservation District (NCD) processes.
15. To continue to review plans for the rehabilitation of the Town's cultural resources, including the Old Burying Ground, Devotion House, Putterham School, Brookline Reservoir Gatehouse and Park, Walnut Street Cemetery, Larz Anderson Park and Riverway/Olmsted Park.

FY2020 OBJECTIVES (Con't.)

Regulatory Planning (Con't.)

16. To prepare a five-year Preservation Plan to establish a comprehensive and methodical program to proactively promote the preservation of Brookline's heritage.
17. To continue to identify, secure and administer grants to support preservation efforts.
18. To design and implement programs to educate the public regarding the town's historic and architectural treasures as well as mechanisms designed to protect them.
19. To continue to organize and archive the Department's historic resources and documents.
20. To update maps and GIS data related to LHDs, NCDs and National Register-listed and eligible properties.
21. To complete data sheets and standards supplementing the Guidelines for the Greater Toxteth NCD.

Economic Development and Long-Term Planning

22. To continue to provide administrative and professional staff support to the Economic Development Advisory Board and the Climate Action Committee.
23. To provide technical assistance to new and existing businesses and property owners in and near commercial areas.
24. To continue to administer sign and façade review permitting cases and the Town's façade loan program.
25. To continue to support business associations, arts organizations, and neighborhood activities that increase foot traffic to our commercial areas.
26. To facilitate appropriate new development and redevelopment to strengthen and expand the tax base, including development along the Chestnut Hill/ Boylston Street corridor.
27. To complete the Boylston Street Subregional Priority Roadway Study with Central Transportation Planning Staff (staff to the Boston Region Metropolitan Planning Organization).
28. To continue long-term planning projects that maintain and promote the quality of life for Brookline residents, including: working with the Select Board to implement the Strategic Asset Plan and Climate Action Plan; assisting the Town Administrator's Office with the Capital Improvements Program; and working with the Planning Board to implement the Major Parcel Study.
29. To continue to assist DPW with initiatives and capital projects that improve the aesthetic and functional quality of infrastructure in our commercial areas.
30. To work with DPW to scope a feasibility study for the "Beacon Street Bridle Path." This concept would establish a protected path suitable for two-way, non-motorized travel along the full length of the Beacon Street median in Brookline.
31. To partner with community groups and private property owners, to promote the installation of renewable energy facilities and increase energy efficiency for private buildings.
32. To plan for electric vehicle charging ports on Beacon Street through public-private partnerships.
33. To prepare cost estimates for solar photovoltaic arrays on Town-owned properties.
34. To prepare a schedule and cost estimate for retrofitting Town buildings to all-electric power.
35. To partner with other municipal departments, to identify energy efficiency improvement opportunities and install renewable energy facilities at municipal building sites.
36. To continue to identify, secure and administer grants to support the Town's sustainability goals.

FY2019 ACCOMPLISHMENTS

Community Planning

1. Oversaw contracts, grant administration and financial management of approximately twenty new and ongoing CDBG-funded programs.
2. Completed the Town's Annual CDBG Action Plan and Consolidated Annual Performance and Evaluation Report as required by the U.S. Department of Housing and Urban Development (HUD).
3. Managed the resale of existing affordable housing units; and oversaw participant selection, conducted lotteries for affordable housing units, and participated in closings for over eight long-term deed-restricted units.
4. Worked with To Life, f/k/a Jewish Community Housing for the Elderly to formalize a commitment of $2.5 million in Town funding for a friendly 40B project at the site of Temple Kehillath Israel consisting of 62 100% affordable senior housing units.
5. Continued coordination with the public and the Massachusetts Department of Transportation to move revised 75% design plans for the Gateway East project to 100% design in preparation for public bidding in Federal Fiscal Year 2018.
6. Managed the right-of-way acquisition process in preparation for Gateway East, acquiring needed temporary and permanent easements from abutters.
7. Worked with the Economic Development and Long-Term Planning Division to manage operations and expansion of Blue Bikes.
8. Continued to work with the Kent/Station Street Affordable Senior Housing Committee to determine the feasibility of redeveloping a Town-owned parking lot for affordable senior housing.
9. Worked in support of the Brookline Housing Authority's multi-year Strategic Preservation Initiative, overseeing the use of Town-controlled predevelopment funds for projects attempting to leverage HUD Rental Assistance Demonstration funding.
10. Note regarding a significant FY17 accomplishment not previously identified in budget materials: applied for and secured State-certification of the Town's Housing Production Plan, which provided the Town with a one-year safe harbor from new Comprehensive Permit applications.

Regulatory Planning

11. Continued to provide professional and administrative staff support to the Planning Board, Design Advisory Teams, Board of Appeals, Preservation Commission and Neighborhood Conservation District Commission.
12. Responded to questions and concerns of property owners, abutters and other interested parties and explained Brookline's land use regulatory system.
13. Launched a re-designed version of the Department's website that provides improved clarity and transparency for users seeking information including application forms, records, and meeting agendas.
14. Administered several Comprehensive Permit applications, resulting in increasing the Town's Subsidized Housing Inventory.
15. Achieved a second State-certification of the Town's Housing Production Plan, resulting in a two-year safe harbor in which the ZBA may deny Comprehensive Permits given that the Town has met its annual subsidized housing goal for two consecutive years.

FY2019 ACCOMPLISHMENTS (Con't.)

Regulatory Planning (Con't.)

16. Note regarding a significant FY17 accomplishment not previously identified in budget materials: in conjunction with the Licensing Review Committee and numerous other Town departments, drafted zoning amendments for the regulation and permitting of Recreational Marijuana Establishments, which were passed by Town Meeting in spring 2018.
17. Monitored plans for the rehabilitation/stabilization of the Town's cultural resources, including the Brookline Reservoir Gatehouse and Park, Carlton Street footbridge, and the Riverway/Olmsted Park.
18. Awarded and administered a $20,000 Massachusetts Historical Commission Survey and Planning Grant to conduct a neighborhood survey of historic resources in the Aspinwall Hill area.
19. Worked with the Preservation Commission to successfully amend the demolition delay by-law and implement the revised application and process.

Economic Development and Long-Term Planning

20. Drafted zoning, design guidelines, and a developer's agreement as directed by the Select Board-appointed Coolidge Corner Study Committee, related to a proposed mixed-use hotel and apartment development on Waldo/Pleasant/John Streets.
21. Assisted with implementation of development agreements, easements, maintenance agreements, and construction coordination related to 1 and 2-4 Brookline Place.
22. Completed the Boylston Street Visioning and Planning process.
23. Prepared application for and was awarded the Boston Region Metropolitan Planning Organization's Federal Fiscal Year 2019 Subregional Priority Roadway Study for Route 9.
24. Assisted the Town Administrator's Office, Finance Office and Planning Board in reviewing Capital Improvements Program requests.
25. Worked with the state legislature to grant Brookline additional licenses for the sale of alcoholic beverages to be consumed on premises.
26. Provided administrative and professional staff support to the Zoning By-Law Committee and Licensing Committee related to short-term rentals (often referred to as "air bnbs").
27. Continued to administer all sign and façade review permitting cases.
28. Assisted new and existing businesses and business associations; and partnered with the Chamber of Commerce to promote and market Brookline's commercial areas.
29. Continued to administer the Town's façade loan program, annual storefront occupancy study, public art installation as part of the First Light Festival, and Coolidge Corner Merchants' Association sidewalk café seating program, and to provide logistical assistance to the Village Fair.
30. Expanded the number of Blue Bikes stations and served as a regional registration site for Blue Bikes' income-eligible program.
31. Advised four potential recreational use marijuana retailers through the pre-application process.
32. Developed a Sustainability Program Administrator job description, whose responsibilities were previously assumed on a part-time basis by a Regulatory Division planner.
33. Received Select Board approval of the Brookline Climate Action Plan 2018 including a new objective to prioritize planning to achieve zero emissions by 2050.

FY2019 ACCOMPLISHMENTS (Con't.)

Economic Development and Long-Term Planning (Con't.)

34. Developed a climate vulnerability assessment to inform future climate resilience strategies, funded by a grant from the Commonwealth Community Compact program.
35. Received Municipal Vulnerability Preparedness designation from the Massachusetts Executive Office of Energy and Environmental Affairs, which enables the Town to apply for additional grants related to climate vulnerability.
36. Contracted a third party audit of all Town climate resiliency policies, funded by a $75,000 state grant.
37. Applied for a Green Communities Grant ($250,000) to fund Town-wide energy efficiency projects.
38. Created and launched social media plan for the Department.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2017	ESTIMATE FY2018	ACTUAL FY2018	ESTIMATE FY2019	ESTIMATE FY2020
CDBG Value (millions)	$1.34	$1.34	$1.34	$1.34	$1.34
CDBG Programs	14	15	12	14	14
New Housing Program Income (in millions)					
HOME Funds	$0.2	$0.2	$0.2	$0.2	$0.2
Housing Trust	$0.2	$0.2	$0.6	$0.2	$0.2
CDBG (included in above)	$0.2	$0.2	$0.3	$0.2	$0.2
New/Newly Affordable Units Underway					
HOME/Housing Trust/CDBG	31	62	0	62	25
Inclusionary zoning	0	3	1	3	3
Developer/Owner/Homebuyer Assistance Provided (in millions) for new or newly affordable units					
HOME Funds	$0.2	$0.3	$0.2	$0.2	$0.2
Housing Trust	$0.8	$2.0	$2.5	$0.5	$0.5
CDBG	$0.2	$0.2	$0.3	$0.2	$0.2
Affordable Housing Preservation					
Ownership housing resales	9	8	9	5	5
Rental unit renovation	279	200	253	150	110
Zoning Caseload					
Board of Appeals/Planning Board	91	84	117	125	130
Signs, Facades, Antennas	85	90	65	65	70
Antenna Cases			3	3	3
40B Comprehensive Permit	4	2	2	2	4

PERFORMANCE / WORKLOAD INDICATORS (con't.)

	ACTUAL FY2017	ESTIMATE FY2018	ACTUAL FY2018	ESTIMATE FY2019	ESTIMATE FY2020
Demolition Applications	57	55	65	60	50
Historic District Applications	114	130	144	140	130
Neighborhood Conservation District (NCD) Applications	0	4	1	4	4
New NCD Investigations/Designations	0	2	0	0	0
Existing Businesses Assisted	6	10	9	9	10
New Businesses Assisted	19	10	3	7	7
Opened Storefronts	10	5	3	3	3
EDAB Projects under permitting/construction	4	3	4	3	3
# Façade Loans Granted	1	1	0	2	1
Active Façade Loans	4	4	4	4	4
Commercial Sign & Façade Applications	N/A	N/A	62	62	62
Storefront Retail Vacancy Rates	9.9%	9.8%	7.7%	9.6%	9.6%
Regional Vacancy Rates	9.0%	8.6%	8.6%	9.5%	9.5%
Meals Tax per Restaurant	$7,661	$7,600	$7,845	$8,034	$8,034
Hotel Excise Tax per Room	$2,344	$2,500	$2,818	$2,644	$2,644
EDAB-Sponsored Projects Tax Yield:*	$2,495,816	$2,711,770	$2,761,630	$3,264,961	$4,271,585

TOWN OF BROOKLINE FY2020 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance PROGRAM: Planning and Community Development

SUMMARY OF SUB-PROGRAM COSTS

SUB-PROGRAMS	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Planning & Admin	665,737	734,596	746,200	11,604	1.6%
Housing	83,864	96,425	96,001	(424)	-0.4%
Econ Dev and Long Term Planni	257,068	326,304	341,667	15,363	4.7%
TOTAL	1,006,669	1,157,326	1,183,868	26,542	2.3%

Planning and Administration

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Personnel	646,824	686,246	695,810	9,564	1.4%
Services	7,526	34,678	34,678	0	0.0%
Supplies	7,111	7,412	7,412	0	0.0%
Other	2,113	4,200	4,200	0	0.0%
Capital	2,164	2,060	4,100	2,040	99.0%
TOTAL	665,737	734,596	746,200	11,604	1.6%

Housing

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Personnel	81,445	92,480	93,156	676	0.7%
Services	70	855	855	0	0.0%
Supplies	1,264	1,790	1,790	0	0.0%
Other	0	200	200	0	0.0%
Capital	1,085	1,100	0	(1,100)	-100.0%
TOTAL	83,864	96,425	96,001	(424)	-0.4%

Econ Dev and Long Term Planning

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Personnel	227,423	316,704	317,907	1,203	0.4%
Services	27,299	8,100	23,100	15,000	185.2%
Supplies	1,246	510	510	0	0.0%
Other	909	150	150	0	0.0%
Capital	191	840	0	(840)	-100.0%
TOTAL	257,068	326,304	341,667	15,363	4.7%

TOWN OF BROOKLINE FY2020 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance PROGRAM: Planning and Community Development

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2017	NUMBER OF POSITIONS FUNDED FY2018	FY2019 SALARY RANGE LOW	FY2019 SALARY RANGE HIGH	FY2019 BUDGET NO.	FY2019 BUDGET AMOUNT	FY2020 RECOMMENDATION NO.	FY2020 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Planning & Community Devel. Dir.	D-7	1.00	1.00	121,249	142,825	1.00	136,586	1.00	138,634
	Economic Development Officer	T-13	1.00	1.00	95,873	108,477	1.00	108,477	1.00	108,477
	Assistant Director-Community Planning	T-11	1.00	1.00	85,327	96,544	1.00	96,544	1.00	96,544
	Assistant Director-Regulatory Planning	T-11	1.00	1.00	85,327	96,544	1.00	96,544	1.00	96,544
	CD Administrator	T-8	1.00	1.00	75,855	85,827	1.00	77,206	1.00	78,580
	Preservation Planner	T-6	2.00	2.00	67,535	76,413	2.00	137,496	2.00	141,472
	Economic Development - Long Term Planner	T-6	2.00	2.00	67,535	76,413	3.00	207,478	3.00	208,680
	Senior Housing Planner	GN-13	1.00	1.00	78,518	82,469	1.00	82,469	1.00	82,469
	Senior Planner	GN-13	1.00	1.00	78,518	82,469	1.00	81,130	1.00	82,469
	Housing Project Planner	GN-11	1.00	1.00	73,123	76,803	1.00	75,557	1.00	76,803
	Community Planner	GN-11	1.00	1.00	73,123	76,803	1.00	73,123	1.00	74,329
	Planner	GN-10	2.00	2.00	67,085	70,461	2.00	138,635	2.00	140,922
	Administrative Head Clerk	C-10	1.00	1.00	58,180	60,658	1.00	60,658	1.00	60,658
	Senior Office Assistant	C-5	1.00	1.00	46,510	48,640	1.00	48,640	1.00	48,640
	Subtotal		17.00	17.00			18.00	1,420,542	18.00	1,435,221
	CD Admin Reimbursement							(152,651)		(154,628)
	CD Comprehensive Planning							(33,790)		(33,790)
	CD Housing							(194,587)		(196,436)
	HOME Funds Reimbursement							(16,000)		(16,000)
	Net Subtotal		17.00	17.00			18.00	1,023,513	18.00	1,034,366
510102	Permanent Part Time Salaries									
	Preservation Planner	T-6	0.00	0.00	67,535	76,413	0.49	33,092	0.49	33,681
	Chair Board of Appeals (1)							12,600		12,600
	Members Board of Appeals (2)							11,250		11,250
	Subtotal		0.00	0.00			0.49	56,942	0.49	**57,531**
	Other									
510300	Regular Overtime							8,276		8,276
513044	Longevity Pay							6,200		6,200
515501	Clothing/Uniform Allowance (In Lieu of Boots)							4,400		4,400
	Subtotal							18,876		18,876
	CD Admin Reimbursement							(1,675)		(1,675)
	CD Programs Reimbursement							(2,225)		(2,225)
	Net Subtotal							14,976		14,976
	Total		**17.00**	**17.00**			**18.49**	**1,095,431**	**18.49**	**1,106,873**

PROGRAM DESCRIPTION

The Police Mission:
To work in partnership with citizens to ensure that all people enjoy a high quality of life without fear of crime. To work together to solve problems and provide the most responsive and highest quality police service. To proactively prevent crime, maintain order, and apprehend offenders in a manner consistent with the law.

Our Values:
The Department subscribes to the following set of governing values that state its beliefs as a police organization:

1. The most important asset of a Police organization is its personnel.
2. Excellence for the members of the Brookline Police Department is based upon fairness, integrity, hard work, and professionalism in the performance of their duties.
3. Commitment to providing the highest quality of professional law enforcement with the goal of enhancing the quality of life within the community.
4. Build partnerships with citizens in order to ensure personal safety, protect individual rights, protect property, and promote individual responsibility and community commitment.
5. Secure and maintain public respect in order to fulfill the Department's duties by acknowledging that the quality of life in the community is affected by not only the absence of fear of crime, but also by the absence of crime itself.

The Department consists of the following seven subprograms:

1. **The Administration and Support Division** provides overall control of the functions of the Department. It maintains records, provides communication and technology equipment and trains personnel in its uses, and distributes weapons and supplies. It also includes the Public Safety Business Office, a group responsible for all financial and budgetary matters for both the Police Department and the Fire Department.

2. **The Patrol Division** continuously patrols all sectors of town looking for criminal activity and serves as a deterrent by its presence. The Patrol function is vital and, for that reason, the Chief has directed that there be a minimum staffing policy maintained daily: during the day 17 officers are on duty; during the evening there are 14 officers; and during the late-night/early-morning shift there are 13 officers.

3. The **Criminal Investigation Unit** is responsible for the investigation of all violent crimes, including murder, rape, armed robbery, assault, and narcotic violations, and maintains the safety of all evidence.

PROGRAM DESCRIPTION (con't.)

4. The **Community Relations Division** is charged with facilitating a spirit of cooperation between the public and the Department that helps to enhance the quality of life for all citizens.

5. The **Traffic and Parking Division** is responsible for enforcing all laws and regulations relating to traffic within town.

6. The **Public Safety Dispatch Division** is responsible for handling all police, fire, and ambulance calls, including E-911.

7. One patrol officer functions as the Town's **Animal Control** officer. The Animal Control officer normally works five days a week. All Brookline Police Officers are responsible for enforcing the Town's animal control laws, and will continue to do so when the Animal Control officer is off duty.

PROGRAM COSTS - POLICE DEPARTMENT

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Personnel	14,383,140	15,066,788	15,074,009	7,221	0.0%
Services	734,259	601,243	719,471	118,228	19.7%
Supplies	198,868	259,900	219,900	(40,000)	-15.4%
Other	131,843	74,000	74,000	0	0.0%
Utilities	281,635	282,373	293,095	10,722	3.8%
Capital	421,566	434,808	556,169	121,361	27.9%
TOTAL	16,151,311	16,719,112	16,936,644	217,532	1.3%
BENEFITS			9,264,806		
REVENUE	9,223,586	9,011,040	9,011,040	0	0.0%

BUDGET STATEMENT

The FY20 budget increases $217,532 (1.3%). Personnel increases $7,221 (0.4%), due to an increase in Steps ($108,015). The increase is partially offset by a decrease in the Quinn Educational Incentive ($100,794).

Services increases $118,228 (19.7%), due to an increase to Professional/Tech Service ($85,968) and Online Transaction Convenience Fees ($70,000). The increase is partially offset by a decrease to Data Processing Equipment Repair and Maintenance ($17,740), and Postage ($20,000).

Supplies decreases $40,000 (15.4%), due to a decrease to Uniforms and Protective Clothing.

Utilities increases $10,722 (3.8%), due to an increase to Electricity ($17,843), Natural Gas ($4,632), and Water and Sewer ($465). The increase is partially offset by a decrease in Gasoline ($12,218).

Capital increases $121,361 (27.9%), due to an increase to Automobiles ($168,972). The increase is partially offset by a decrease to Public Safety Equipment ($16,500), and Communication Equipment ($31,111).

FY2020 OBJECTIVES

Community Relations

1. To move towards a dedicated training officer whose sole purpose is to help ready and prepare officers for the ever-changing demands of 21st Century policing. A dedicated officer would be part of department wide commitment to new training approaches and techniques. This includes training with other departments to maximize local expertise and resources
2. To develop experts w/in the department who have the ability to training and certify other Boston Police Department (BPD) officers. This will decrease reliance on distance learning and the use of vendors quickly depletes the training budget.
3. To hold our second annual Police summer camp based on the Youth Police Initiative (YPI) model. We hope to apply for grants that will allow us to hold the program hire 3 prior YPI graduates as counselors.
4. To continue efforts to bring police training to the community and engage citizens into the training and get their feedback as well as participation.
5. To hold Police open houses to invite the community in to see what we do, who we are, and how we operate.
6. To continue to assign officers to volunteer as mentors, teachers and coaches in various schools and community organizations. Working to engage in other areas such as music and the arts. Engaging with BPD to seek collaboration as they are interested in doing similar work.
7. To continue to offer car seat installations.
8. To continue to ensure emergency preparedness efforts are in place and seek to coordinate better w/ Brookline Public Schools.
9. To continue our community liaison program w/ various community organizations such as the Rotary, Chamber of Commerce, Brookline Community Mental Health Center and the Teen Center. This has proven effective in improving communications, transparency, and services to our constituency.

Patrol

10. To continue to train recruits through their probationary year.
11. To commit to training all our officers in Crisis Intervention Team (CIT) training.
12. To develop a tactical patrol training course that includes every day activities and stops.
13. To continue to familiarize our officers in the value of crime analysis and intelligence, crime trends and patterns.
14. To continue to conduct active shooter training.

Criminal Investigations

15. To improve on the last year's crime clearance rates for cases assigned to Detective's for follow up investigations.
16. To continue the use of private video surveillance and CIMS cameras to identify subjects and solve crimes.
17. To continue to enter stolen article identifying information into the NESPIN/RISS pawn data tracking system which has led to recovery of property and identification of suspects in past.
18. To continue the review of property and evidence being stored that is eligible for destruction or purging from the evidence room. Particular focus on drug destruction.
19. To continue the use of the Deconfliction process for officer safety when executing warrant service.

FY2020 OBJECTIVES (Con't.)

Criminal Investigations (Con't.)

20. To have the Domestic Violence Unit coordinate with local Colleges for showing of the film ESCALATION to raise awareness and indicators of dating/domestic violence for prevention purposes.
21. To transition to new MorphoTrust livescan fingerprinting system inclusive of installation and training.

Traffic and Parking

22. To complete funding for Motorcycle Officers' uniforms and equipment and initiate collaborative training with regional counter parts.
23. To complete current work in technology shortfalls with Passport to ensure efficiency and better customer service in the parking control subject.
24. To continue to manage many Special Events throughout the year, including the Boston Marathon event.
25. To implement software for details and hiring as well as integrate with personnel daily assignments.
26. To continue to work with Town Counsel on an increase in Public Records request.

Public Safety Dispatch

27. To fully train and recertify all Dispatchers in Emergency Medical Dispatch and continue to operate as a Wireless Direct and Text-To-911 Public Safety Answering Point.
28. To continue to seek grant funding from the State 911 Department to assist in continuing training and education. As well as to support staffing and equipment costs for the Dispatch Center.
29. To continue to recruit, hire, and train new Dispatchers using the most up to date hiring standards in the industry and utilize the E-911 Dispatch exam software to help ensure the most qualified and able candidates are hired by the Department.
30. To further restructure and write protocols and procedures of the Brookline 911 Public Safety Communications Center as required by Accreditation standards for Emergency Dispatch.

Animal Control

31. To address animal problems proactively and enforce animal related town-by law issues especially those related to the green dog program.
32. To work to implement the recommendations of the dangerous animal working group.
33. To ensure that the Animal Control Officer and Supervisor keep all Officers abreast of emerging trends, issues pertaining to animal and proper reporting procedures.

FY2019 ACCOMPLISHMENTS

Community Relations

1. Implemented roll call training that has been used for a series of topical discussions, updates, etc. This training is shown at roll calls for a 30 day period and all officers are required to review and sign off on the assignment. A new topic is introduced monthly.
2. Youth engagement efforts went well this year. We held two YPI classes, but were unable to hold a summer youth program as a result of previously mentioned staffing limitations.
3. The training division offered de-escalation training, FATS training, Mental Health 1st aid scenarios, and other live scenario based training.
4. Our work as SRO's in the BPS has gone well. We continue to develop relationships in our efforts to keep children safe and assist school safety in times of need and crisis. SRO's teach classes and are visible during drop off and dismissal times. They are not involved in any school discipline matters.
5. School bus safety efforts with the Traffic Division were accomplished per Mass General Law. This continues to be a priority for Traffic and CSD to meet state standards.
6. Our social media platforms expanded again this year. BPD has Twitter, Facebook, Instagram, and YouTube platforms. Twitter has 10,000 followers, Instagram 1,250; Facebook 3,500 likes, and BPD YouTube ~ 2,000 views.
7. Our ability to deflect, and divert juveniles towards services and away from the juvenile justice system has been successful. As of 10/25/2019, we have arrested and processed just 2 juveniles into the juvenile justice system, and diverted, deflected or referred for services an additional 28 for other criminal matters. This does not include the many juveniles who have been assisted into services collaboratively w/ PSB, BCMHC and other local organizations as a result of substance abuse and mental health.

Patrol

8. Trained an additional nine officers in CIT.
9. Added Active Shooter scenario based training.
10. Trained fifteen officers with the Brookline Fire Department on effectively and safely fighting a fire in a tactical situation.
11. Used Roll Call training to reach the highest number of officers in a timely and effective manner.
12. Continue to deploy officers on foot and on bicycles.

FY2019 ACCOMPLISHMENTS (Con't.)

Criminal Investigations

13. Successful transition and full implementation of electronic filing of Criminal Complaints in coordination with Mass Trial Court system.
14. Multiple crimes cleared and subjects identified through our distribution of Wanted Fliers posted on the BRIC and Mass CrimeNet intelligence sharing systems. Identified suspects for other agencies also.
15. Successful disposal of hundreds of cases & articles of property from the evidence room eligible for purging including destruction of 72 firearms.
16. Implementation of Law Enforcement Agency Processing System (LEAPS) in coordination with Juvenile Unit that built relationships between the police, youth, schools and parents.
17. Successful showing of young adult dating film ESCALATION by Juvenile/Domestic Violence Unit at Brookline High School to senior class & parents to raise awareness and indicators of domestic violence.
18. Identification Unit detectives took 13 latent fingerprint lifts that were successfully matched to known subjects resulting in criminal charges
19. Successful analysis and confirmation of fingerprints for other law enforcement agencies by the identification unit in 30 cases
20. Addition and upgrade of equipment to the Mobile Crime Scene Van
21. Continued ongoing training for Detectives including homicide and sexual assault investigation courses.
22. Through a more streamlined subrogation process Town Counsel liaison detective recovered over $25K due the Town for property damage accidents.

Traffic and Parking

23. Narrowed down field of software for detail office after I5 was found to be incompatible.
24. PD took lead in addressing Passport shortfalls that had been stalled. This included working with Town Depts. and Passport management in holding them accountable.
25. Completed forming Motorcycle Unit from personnel throughout the Dept. All went to basic training as well as the purchase of 2 additional motorcycles. Engaged with regional departments for future training and collaborative partnerships.
26. Continued to adjust operational activities for parking control with the infusion of 'pay by cell' app, which has impacted enforcement/ticketing volume and locations.

FY2019 ACCOMPLISHMENTS (Con't.)

Public Safety Dispatch

27. Continuing education of all Tele communicators once again continued with the full recertification of all Tele communicators in Emergency Medical Dispatch and CPR/AED.
28. Sought and received three grants from the State 911 Department which assists with funding to ensure that every E-911 Tele communicator receives continued up-to-date training and certifications. These grant funds were also used to offset personnel, EMD Dispatch software updates, training courses and fees and other necessary equipment costs used for the day-to-day operations of the Dispatch Center. These three grants for FY19 amounted to $197,332.
29. The E-911 Dispatch Pre-Employment Exam software was again used to assist with the hiring of three candidates to replace outgoing personnel.
30. Telecommunications Dispatchers in FY18 participated in multiple continuing education training courses on topics including the Municipal Police Institute 16-hour Dispatch course program, Opioid Awareness, all of which were in addition to annual CPR/First Aid and Emergency Medical Dispatch continuing education courses.
31. The Dispatch Center handled more than 80,633 Computer Aided Dispatch entries involving Police, Fire, and EMS personnel across the three Dispatch Shifts.
32. A successful three year Collective Bargaining Agreement with the Emergency Telecommunications Dispatchers and their Union, Teamsters Local 25, was reached and the contract is in effect until 6/30/2021..

Animal Control

33. Trained entire department in Dangerous Animal Special Order
34. Created call out order for instances when animal control Officer is not available.
35. Established new pound facilities agreements.
36. Continued to work with other town agencies through regular meetings on animal related issues.
37. Worked on the dangerous dog committee toward identifying and addressing areas of concern with current by-laws, procedures, equipment and staffing level.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2017	ESTIMATE FY2018	ACTUAL FY2018	ESTIMATE FY2019	ESTIMATE FY2020
Department Activities:					
Total Part A Crimes	686	840	734	667	650
Robbery	12	14	7	10	7
Breaking and Entering	49	90	60	47	54
Rapes	7	2	4	5	3
Motor Vehicle Theft	11	8	11	10	11
Larceny	482	575	528	475	500
Assaults	125	155	124	120	110
Assault and Battery on a Police Officer	6	9	9	4	4
Part A Crime- Clearance Rate	39%	48%	46%	47%	48%
Arrests	399	625	294	400	300
Field Interrogations	1,559	1,600	1,800	1,600	1,600
Domestic Violence Investigations	65	140	118	75	75
Crimes Solved through Fingerprint IDs	13	10	6	10	6
Crimes Solved through DNA	3	6	6	6	4
Animal Complaints	749	850	750	850	750
Loud Parties Responded to	132	140	140	140	140
Noise By-Law Violation Tickets issued	18	50	21	50	23
STARS Assignments	50	55	34	55	36
Alcohol/Cannabis Licensing					
Alcohol Administrative Inspections-Passed	N/A	N/A	13	20	20
Alcohol Administrative Inspections- Failed Warnings	N/A	N/A	17	20	20
Alcohol Administrative Inspection - Failed TBL Fine	N/A	N/A	6	10	10
New Alcohol Licenses	N/A	N/A	7	10	10
Alcohol Owner /Management Changes	N/A	N/A	18	20	20
Alcohol Investigations	N/A	N/A	6	6	6
One & Two Day Licenses/ Permits	N/A	N/A	148	150	150
Registered Medical Marijuana Dispensary Inspections	N/A	N/A	1	3	5
Registered Medical Marijuana Dispensary	N/A	N/A	1	3	3
Licensing, Registration and Inspectional Services:					
Rooming Houses Inspected	44	50	50	50	40
Liquor Establishments Inspected	40	110	60	110	50
Licenses to Carry Firearms Issued	104	110	110	110	110
Firearms Identification Cards (FID)	25	45	45	45	30
Fingerprints Taken for Community Members	550	480	475	480	500
Community Caretaking Interventions	209	200	200	200	220
Town Council Investigations	43	50	50	50	50
Field inquiries/ P.O.I.	45	50	45	50	55
Dispatch:					
Police-related Calls	72,012	73,500	67,117	73,500	68,000
Self-Initiated Police Calls	25,319	26,000	26,657	26,000	26,000
Fire-related Calls	8,053	7,750	8,298	7,900	8,200
Medical Calls	4,354	4,650	4,530	4,650	4,500
E-911 Calls	14,858	20,000	15,001	20,000	15,500

PERFORMANCE / WORKLOAD INDICATORS (con't)

	ACTUAL FY2017	ESTIMATE FY2018	ACTUAL FY2018	ESTIMATE FY2019	ESTIMATE FY2020
Community Programs:					
Facebook Followers	3,241	3,200	3,608	3,700	3,800
Twitter Followers	9,502	9,500	9,507	10,200	10,300
Website Hits	71,326	50,000	74,500	72,500	75,000
Neighborhood Meetings	5	25	5	N/A	N/A
Instagram followers (New)	994	1,200	1,258	1,350	1,450
Students in AWARE	1,658	1,680	1,707	1,707	1,707
Citizen Police Academy Graduates	33	30	30	30	20
Women Participating in RAD Classes	160	160	130	130	130
Child Seats Inspected	60	300	127	300	300
Graffiti Removal Requests Processed(Current)	70	70	70	70	70
Graffiti Complaints (BPD & Brookline On-Line)	170	173	137	125	120
Number of Closed Graffiti Complaints	70	73	40	40	40
Number of locations cleaned by community youth	50	53	40	40	40
Number of Graffiti waivers signed and serviced	2	N/A	N/A	N/A	N/A
Traffic:					
Taxi Vehicles Inspections	23	200	20	23	20
Hackney Licenses Issued	95	175	80	60	60
Parking Tickets Issued	124,928	132,000	109,129	105,500	100,000
Collection Rate In-State (CY)	83%	85%	86%	85%	85%
Collection Rate Out-Of-State (CY)	60%	65%	62%	62%	62%
Parking Tickets Paid Online	50,344	48,500	48,960	48,500	48,500
Parking Tickets Appealed Online	5,985	6,200	7,288	7,500	7,500
Moving Violations	15,051	15,000	11,063	9,000	7,000
Parking Ticket Hearings	11,428	12,500	12,101	12,500	12,500
Detail Collection Rate:					
0 < 30 Days	20%	25%	16%	20%	20%
31 < 60 Days	70%	75%	73%	74%	74%
61 < 90 Days	92%	90%	86%	90%	90%
91 < 105 Days	96%	95%	95%	95%	95%
106 < 115 Days	98%	99%	99%	99%	99%
Bicycle Enforcement	300	800	103	100	100
Grants Awarded:					
Police	$250,000	$250,000	$250,000	$250,000	$250,000
Urban Areas Security Initiatives (UASI) (Funding for Multiple Town Agencies)	$246,288	$250,000	$246,288	$250,000	$250,000
Emergency Management:					
Citizens trained for CERT (Community Emergency Response Team)	16	25	16	25	28
CERT Activations (shelters, flu clinics, storm drill, etc.)	8	12	8	6	6
Community education programs on emergency preparedness	15	15	15	16	18
Emergency Operation Center (EOC) Activations	1	5	3	3	3

TOWN OF BROOKLINE FY2020 PROGRAM BUDGET	PROGRAM GROUP: Public Safety PROGRAM: Police

SUMMARY OF SUB-PROGRAMS

SUB-PROGRAMS	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Administration	2,241,330	2,317,632	2,440,202	122,570	5.3%
Patrol Services	7,551,057	7,759,506	7,710,032	(49,474)	-0.6%
Investigation Services	2,203,644	2,216,920	2,201,544	(15,375)	-0.7%
Community Relations	803,809	878,377	904,617	26,240	3.0%
Traffic Control	2,299,192	2,478,266	2,601,383	123,117	5.0%
Public Safety Dispatch	957,316	975,040	984,644	9,604	1.0%
Animal Control	94,963	93,370	94,221	851	0.9%
TOTAL	16,151,311	16,719,112	16,936,644	217,532	1.3%

Administration

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Personnel	822,268	977,467	960,939	(16,528)	-1.7%
Services	471,255	392,089	371,849	(20,240)	-5.2%
Supplies	177,584	230,150	190,150	(40,000)	-17.4%
Other	131,843	68,000	68,000	0	0.0%
Utilities	281,635	282,373	293,095	10,722	3.8%
Capital	356,746	367,553	556,169	188,616	51.3%
TOTAL	2,241,330	2,317,632	2,440,202	122,570	5.3%

Patrol Services

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Personnel	7,509,007	7,686,419	7,704,200	17,781	0.2%
Services	4,542	5,832	5,832	0	0.0%
Supplies	0	0	0	0	0.0%
Other	0	0	0	0	0.0%
Capital	37,508	67,255	0	(67,255)	-100.0%
TOTAL	7,551,057	7,759,506	7,710,032	(49,474)	-0.6%

Investigation Services

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Personnel	2,198,947	2,204,120	2,188,744	(15,375)	-0.7%
Services	0	2,800	2,800	0	0.0%
Supplies	4,697	10,000	10,000	0	0.0%
Other	0	0	0	0	0.0%
Capital	0	0	0	0	0.0%
TOTAL	2,203,644	2,216,920	2,201,544	(15,375)	-0.7%

Animal Control

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Personnel	94,963	93,370	94,221	851	0.9%
Services	0	0	0	0	0.0%
Supplies	0	0	0	0	0.0%
Other	0	0	0	0	0.0%
Capital	0	0	0	0	0.0%
TOTAL	94,963	93,370	94,221	851	0.9%

Community Relations

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Personnel	803,809	878,377	904,617	26,240	3.0%
Services	0	0	0	0	0.0%
Supplies	0	0	0	0	0.0%
Other	0	0	0	0	0.0%
Capital	0	0	0	0	0.0%
TOTAL	803,809	878,377	904,617	26,240	3.0%

Traffic Control

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Personnel	2,000,475	2,260,744	2,245,393	(15,351)	-0.7%
Services	256,202	200,522	338,990	138,468	69.1%
Supplies	15,203	17,000	17,000	0	0.0%
Other	0	0	0	0	0.0%
Capital	27,312	0	0	0	100.0%
TOTAL	2,299,192	2,478,266	2,601,383	123,117	5.0%

Public Safety Dispatch

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Personnel	953,671	966,290	975,894	9,604	1.0%
Services	2,261	0	0	0	0.0%
Supplies	1,384	2,750	2,750	0	0.0%
Other	0	6,000	6,000	0	0.0%
Capital	0	0	0	0	0.0%
TOTAL	957,316	975,040	984,644	9,604	1.0%

TOWN OF BROOKLINE FY2020 PROGRAM BUDGET	PROGRAM GROUP: Public Safety PROGRAM: Police

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2017	NUMBER OF POSITIONS FUNDED FY2018	FY2019 SALARY RANGE LOW	FY2019 SALARY RANGE HIGH	FY2019 BUDGET NO.	FY2019 BUDGET AMOUNT	FY2020 RECOMMENDATION NO.	FY2020 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Chief	D-9	1.00	1.00	140,115	165,048	1.00	165,048	1.00	165,048
	Superintendent of Police	D-7	1.00	1.00		149,725	1.00	149,725	1.00	149,725
	Deputy Superintendent	PDS	4.00	4.00		137,895	4.00	551,580	4.00	551,580
	Lieutenant	P-3	10.00	11.00	85,752	94,477	11.00	982,161	11.00	982,161
	Sergeant	P-2	16.00	16.00	72,671	76,304	16.00	1,184,539	16.00	1,184,539
	Patrol Officer	P-1	104.00	103.00	51,219	63,062	103.00	6,010,173	103.00	6,104,487
	Public Safety Business Manager*	T-9	0.50	0.50	78,890	89,260	0.50	41,589	0.50	42,329
	Chief Emergency Telecommunications Dispatcher	T-7	1.00	1.00	72,938	82,526	1.00	82,526	1.00	82,586
	Violence Prevention Coordinator	T-4	1.00	1.00	57,900	65,512	1.00	65,512	1.00	65,512
	Coordinator of Clinical Services	T-4	0.00	1.00	57,900	65,512	1.00	58,931	1.00	59,980
	Business/Administrative Manager	GN-8	1.00	1.00	61,288	64,371	1.00	64,371	1.00	64,371
	Parking Meter Collector	GN-7	2.00	2.00	56,382	59,219	2.00	114,641	2.00	116,531
	Emergency Telecommunications Dispatcher	ETD	15.00	15.00	46,773	52,012	15.00	760,213	15.00	769,757
	Executive Assistant	C-10	1.00	1.00	57,312	59,754	1.00	59,754	1.00	59,754
	Senior Account/Audit Clerk (PSBO)*	C-8	0.50	0.50	49,430	51,593	0.50	25,796	0.50	25,796
	Senior Clerk Typist / Audit Clerk (PSBO)*	C-8	1.00	2.00	51,502	53,682	2.00	104,934	2.00	105,665
	Senior Clerk Typist	C-5	4.00	3.00	46,510	48,640	3.00	145,921	3.00	145,921
	School Traffic Supervisor/Parking Control Officer	ST01	11.00	11.00		47,796	11.00	530,649	11.00	530,649
	Charge Off to Grants/Schools							(96,428)		(96,741)
	Subtotal		174.00	175.00			175.00	11,001,635	175.00	11,109,650
510102	Permanent Part Time Salaries									
	Parking Control Officer		1.92	1.92			1.92	86,657	1.92	86,657
	School Traffic Supervisor		1.18	1.18			1.18	60,505	1.18	60,505
	Subtotal		3.10	3.10			3.10	147,162	3.10	147,162
510901	Temporary Part Time Salaries									
	Park Security Officer		2.20	2.20			2.20	65,194	2.20	65,194
	CIT Staff Assistant	C-4	0.00	0.50			0.50	20,400	0.50	20,400
	Charge Off to Grants/Schools							(20,400)		(20,400)
	Subtotal		2.20	2.20			2.70	65,194	2.70	65,194
	Other									
510140	Shift Differential							246,314		246,314
510143	Working-Out-Of-Classification Pay							20,859		20,859
510300	Regular Overtime							548,125		548,125
512031	Court Pay							179,896		179,896
512033	Police Lag Time							157,482		157,482
513032	In-Service Training Pay							302,729		302,729
51304E	Enhanced Longevity							2,241		2,241
513042	Education Incentive							263,267		263,267
513043	Quinn Educational Incentive							1,349,110		1,248,316
513044	Longevity Pay							84,575		84,575
513045	Career Incentive Pay							13,600		13,600
514502	Specialty Pay (Retirable)							28,300		28,300
514506	EMT Pay							14,000		14,000
515041	Holiday Pay							515,811		515,811
515059	Administrative Leave Buyback							86,614		86,614
515501	Uniform/Clothing Allowance / In Lieu of Boots							37,175		37,175
515540	Auto Allowance							2,700		2,700
	Subtotal							3,852,797		3,752,003
	Total		**179.30**	**180.30**			**180.80**	**15,066,788**	**180.80**	**15,074,009**

* Public Safety Business Mgr. and 3 clerical positions shared 50/50 with Fire Dept.

PROGRAM DESCRIPTION

The Fire Department's primary function is to provide fire protection and emergency response services. The Department provides assistance during incidents involving hazardous materials, water rescue, and during all other emergencies requiring trained rescue personnel and equipment. The Department is a core component of the Town's Emergency Medical Services (EMS) system, with all companies (five engines and two ladders) staffed by certified Emergency Medical Technicians (EMTs) serving as first responders. Ambulance services are provided by Fallon Ambulance. Per a contract with the Town, Fallon maintains two Advanced Life Support (ALS) ambulances within town borders.

The primary duties of the Department are to prevent the occurrence of fires; to protect lives and property should a fire occur; to provide emergency medical services; to deliver emergency services to the scene of an incident within four minutes; and to promote a climate of safety by decreasing or eliminating unreasonable threat from fire.

The Department is broken into the following five sub-programs:

1. The main function of the **Administration Sub-program** is to provide overall leadership and policy direction for the Department. The assigned staff includes the Chief, the Chief of Operations (which is a re-assigned Deputy Chief), an Executive Assistant, an IT Systems Analyst, and the Public Safety Business Office staff, which is shared with the Police Department.

2. The **Suppression Sub-program** prevents fires and extinguishes fires should they occur; initiates rescues when necessary; performs in-service inspections and pre-fire planning; maintains EMT-staffed fire companies; and performs other emergency services requiring trained and properly equipped personnel. To deliver these services, seven fire companies, manning five engines and two ladder trucks, each with minimum staffing of four firefighters, are housed in five fire stations. The assigned staff totals one hundred sixty: six Deputy Chiefs, nine Captains, twenty three Lieutenants, and one hundred thirteen Firefighters.

3. The **Fire Prevention Sub-program** enforces all laws and ordinances; issues fire safety permits; investigates all fires and forwards appropriate reports to the State Fire Marshal; educates the public on fire prevention topics and techniques; manages in-service fire company inspections; handles fire safety-related citizen complaints; and approves building plans relating to fire protection. One Deputy Chief, two Lieutenants, and a Clerk staff this Division.

4. The **Equipment Maintenance Sub-program** repairs and maintains the Department's apparatus and related equipment, such as hoses, fittings, self-contained breathing apparatus, and emergency tools. The goal of the Division is to ensure that the Department's fleet of vehicles and emergency equipment is in working condition at all times. A Chief Mechanic and a Repairman staff this division.

5. The **Training Sub-program** promotes the uniformed personnel's development of required skills, knowledge, and abilities by providing continuous "hands on" training; instructs newly recruited firefighters in a basic seven-week training course; coordinates State-level satellite training programs; and tests new firefighting equipment and techniques. Members of this unit also serve as the Safety Officer at any fire related incident. It is staffed by a Deputy Chief and a Captain.

BUDGET STATEMENT

The FY20 budget represents an increase of $119,579 (0.8%). Personnel increases $143,699 (1.0%), due to an increase to Steps ($147,139) and EMT Pay ($14,310). The increase is partially offset by a decrease to Longevity Pay ($17,750).

Services increases $186 (0.1%), due to an increase to Other Equipment Rental/Lease ($100), Other Rentals/Leases ($1,400), Professional/Technical Services ($10,000), and Wireless Communications ($1,300). The increase is partially offset by a decrease to Data Processing Equipment Repair and Maintenance ($914), Data Processing Software Maintenance ($5,700), Public Safety Equipment Repair and Maintenance ($1,000), and Motor Vehicle/Equipment Repair ($5,000).

Supplies increases $24,464 (14.6%), due to an increase to General Supplies ($15,000) and Uniforms and Protective Clothing ($26,464). The increase is partially offset by a decrease to Motor Vehicle Supplies ($5,000) and Public Safety Supplies ($12,000).

Other increases $350 (1.1%), due to an increase to In-State Travel ($350) and establishment of a Reimbursements line ($15,000). The increase is partially offset by a decrease to Education/Training/Conferences ($15,000).

Utilities increases $27,689 (14.9%), due to an increase to Electricity ($18,861) and Natural Gas ($13,597). The increase is partially offset by a decrease to Gasoline ($1,724), Diesel ($2,354) and Water and Sewer ($691).

Capital decreases $76,809 (22.1%), due to a decrease in Automobiles ($100,725). The decrease is partially offset by an increase to and Public Safety Equipment ($23,916).

PROGRAM COSTS_ FIRE DEPARTMENT

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Personnel	14,366,597	14,686,571	14,830,270	143,699	1.0%
Services	165,597	166,240	166,426	186	0.1%
Supplies	190,046	167,488	191,952	24,464	14.6%
Other	32,256	31,350	31,700	350	1.1%
Utilities	222,310	185,223	212,912	27,689	14.9%
Capital	121,181	347,471	270,662	(76,809)	-22.1%
TOTAL	15,097,987	15,584,343	15,703,922	119,579	0.8%
BENEFITS			10,635,006		
REVENUE	369,820	430,000	430,000	0	0.0%

FY2020 OBJECTIVES

1. To minimize the negative effects of fires and other emergencies by providing a rapid deployment of adequate personnel, trained to the highest level possible.
2. To provide the same or better level of service, within the budget provided, as compared with FY19.
3. To work with Brookline Firefighters Association – Local 950 and town officials to develop effective and cost efficient means of minimizing health and safety dangers to firefighters. The mission of having a healthy workforce responding to emergency calls benefits the community as a whole.
4. To continue to help develop and advance the goals and objectives of the Town's Emergency Management Team.
5. To have the Fire Prevention Division oversee the inspections of all residential buildings containing six or more units, for fire/safety hazards.
6. To finalize revisions to the Brookline Fire Department rules and regulations.
7. To ensure the current budgeted complement of firefighters and company officers are maintained through prompt hiring and promotion.
8. To work collaboratively with our regional partners to leverage state and federal funds for firefighter training, safety and wellness.
9. To update/develop departmental SOG's to insure relevancy and currency..
10. To continue holding bi-annual Chief Officer Staff meetings to help cultivate the department's mission and vision, and to encourage professional development.
11. To initiate bi-annual Captain's forums and to deliver and promote the professional development of the future department leadership.
12. To continue to deliver a Company Fire Officer training program keeping officers current in new emergency response methods, technologies and personnel management.
13. To finalize the construction and oversee the opening of the Training & Maintenance facility located on Hammond Street.
14. To train/refresh the department membership in both proficiency and developmental firefighting practices.
15. To train and certify (10) ten members as Emergency Medical Technicians.
16. To provide continuing education classes for all current Emergency Medical Technicians.

FY2019 ACCOMPLISHMENTS

1. Provided the same or better superior level of service, within the budget, as compared with FY18.
2. Responded to over 95% of calls in fewer than 4 minutes, exceeding NFPA 1710 minimum response time standards.
3. Responded to 100% of all structure fires with a full first alarm assignment, in compliance with NFPA 1710 standards.
4. Maintained a Class 1 I.S.O. (Insurance Services Office) certification, resulting in an overall cost saving for all fire insurance policies within the town.
5. Continued to help develop and advance the goals and objectives of the Town's Emergency Management Team through active participation and collaboration.

FY2019 ACCOMPLISHMENTS (cont'd.)

6. Increased our presence at community events including Brookline Day, Alternatives to College Fair, ELL Community Fair, an open house at the Babcock St. Station, and hosted over one hundred day care and pre-school organizations for in-station educational tours.
7. Used SAFE grant funding to visit every public school in Brookline K-2 classroom with fire prevention and safety tip messages in honor of fire prevention month.
8. Fire Prevention Division oversaw the inspections of all residential buildings, containing six or more units, for fire/safety hazards. These 537 inspections were performed by in service suppression companies.
9. Increased recruitment efforts to attempt to attract a more diverse candidate pool.
10. Trained/refreshed the department membership in both proficiency and developmental firefighting practices.
11. Trained five additional firefighters as Emergency Medical Technicians.
12. Held bi-annual Chief Officer Staff meetings.
13. Participated in professional organizations i.e. Metro Fire Chiefs, Norfolk County Chiefs, and Fire Chief's Association of Massachusetts to stay current with ongoing initiatives in hazardous materials, communications, civil service, EMS, tech rescue, and other areas of concern
14. Actively participated with Metro Boston Homeland Security Region (M.B.H.S.R.) and Urban Area Security Initiative (U.A.S.I.) partners for continuing preparation involving training and resources acquisition.
15. Oversaw the construction and delivery of the new Engine 6.
16. Finalized the administration of a $321,302 grant received from the Federal Emergency Management Administration (F.E.M.A) via a Department of Homeland Security (D.H.S.) – Assistance to Firefighters Grant (A.F.G.) The grant provides for technical rescue training to better address the challenges of today's challenging environment.
17. Promoted 6 officers including Chief of Department, Deputy Chief, (2) Captains, and (2) Lieutenants.
18. Updated/Developed several departmental SOG's.
19. Continued to expand the use of technology in the Department.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2017	ESTIMATE FY2018	ACTUAL FY2018	ESTIMATE FY2019	ESTIMATE FY2020
Box Alarms	550	550	707	600	750
Still Alarms	N/A	3,200	4,492	3,200	4,600
Medical Emergencies	4,550	3,850	4,530	4,000	4,700
Total Responses	8,053	7,600	8,298	8,053	8,500
Avg Response Time to Emergency Incidents (minutes) - Calendar Year	<4:00	<4:00	< 4:00	<4:00	<4:00
Large loss fire (over $100,000)	3	4	5	3	4
Medium Loss Fires (under $100,000)	12	15	13	15	15
Multiple Alarm Fires	5	4	9	5	7
% of Investigations Started Within Two Hours	100%	100%	100%	100%	100%
Apartment Buildings with 6+ Units Inspected	533	525	537	533	540
26F Smoke/CO Detector Inspections	794	900	833	800	850
Lodging House Inspections	49	49	49	49	49
Common Victualler Inspections	148	150	150	151	155
Certificates of Occupancy	262	155	204	200	200
All Inspections (Fire Alarm sprinklers, building plan reviews)	N/A	215	236	215	230

PERFORMANCE / WORKLOAD INDICATORS (con't.)

	ACTUAL FY2017	ESTIMATE FY2018	ACTUAL FY2018	ESTIMATE FY2019	ESTIMATE FY2020
% of Apparatus Repairs Initiated within 24 Hrs	100%	100%	100%	100%	100%
% of Apparatus Receiving Preventive Maintenance Twice per Year	100%	100%	100%	100%	100%
% of EMTs Requesting Re-certification Re-Certified	100%	100%	100%	100%	100%
Number of Newly Certified EMTs	2	5	5	2	10
Number of Firefighters Completing:					
Firefighter I/II certification	12	16	12	5	15
Instructor Certification I	2	2	1	5	22*
Instructor Certification II	5	6	0	6	2
Incident Safety Officer	13	15	1	15	24*
Technical Rescue	18	17	18	18	3
Hazardous Material Techs	3	3	2	4	2
Live Fire Training Techs	3	4	1	4	2
Company Officer I	N/A	N/A	N/A	N/A	30*
* contigent upon successful AFG grant application					
% of Fires Contained to the Building of Origin	95%	95%	95%	95%	95%
Number of Pre-K through Grade 2 classrooms receiving the S.A.F.E. Program	81	96	96	96	96

TOWN OF BROOKLINE FY2020 PROGRAM BUDGET	PROGRAM GROUP: Public Safety PROGRAM: Fire

SUMMARY OF SUB-PROGRAMS

SUB-PROGRAMS	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Administration	730,916	768,462	1,522,029	753,567	98.1%
Firefighting	12,997,204	13,565,165	13,174,492	(390,673)	-2.9%
Fire Prevention	418,229	363,327	404,048	40,721	11.2%
Equipment Maintenance	374,387	388,119	140,285	(247,834)	-63.9%
Training	577,252	499,271	463,068	(36,203)	-7.3%
TOTAL	15,097,987	15,584,343	15,703,922	119,579	0.8%

Administration

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Personnel	670,410	642,750	648,377	5,627	0.9%
Services	26,124	38,249	166,426	128,177	335.1%
Supplies	16,036	17,300	191,952	174,652	1009.5%
Other	8,929	11,350	31,700	20,350	179.3%
Utilities			212,912		
Capital	9,417	58,813	270,662	211,849	360.2%
TOTAL	730,916	768,462	1,522,029	753,567	98.1%

Firefighting

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Personnel	12,607,875	13,144,614	13,174,492	29,878	0.2%
Services	25,920	29,091	0	(29,091)	-100.0%
Supplies	121,370	80,218	0	(80,218)	-100.0%
Other	0	0	0	0	0.0%
Utilities	156,765	135,849	0	(135,849)	-100.0%
Capital	85,274	175,393	0	(175,393)	-100.0%
TOTAL	12,997,204	13,565,165	13,174,492	(390,673)	-2.9%

Fire Prevention

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Personnel	416,955	314,222	404,048	89,826	28.6%
Services	0	0	0	0	0.0%
Supplies	407	500	0	(500)	0.0%
Other	0	0	0	0	0.0%
Capital	867	48,605	0	(48,605)	-100.0%

Equipment Maintenance

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Personnel	122,412	141,535	140,285	(1,250)	-0.9%
Services	172,882	98,900	0	(98,900)	-100.0%
Supplies	30,387	66,310	0	(66,310)	-100.0%
Other	0	0	0	0	0.0%
Utilities	48,115	49,374	0	(49,374)	-100.0%
Capital	591	32,000	0	(32,000)	-100.0%
TOTAL	374,387	388,119	140,285	(247,834)	-63.9%

Training

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Personnel	548,946	443,451	463,068	19,617	4.4%
Services	0	0	0	0	0.0%
Supplies	1,193	3,160	0	(3,160)	-100.0%
Other	11,000	20,000	0	(20,000)	-100.0%
Capital	16,113	32,660	0	(32,660)	-100.0%
TOTAL	577,252	499,271	463,068	(36,203)	-7.3%

TOWN OF BROOKLINE FY2020 PROGRAM BUDGET	PROGRAM GROUP: Public Safety PROGRAM: Fire

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2017	NUMBER OF POSITIONS FUNDED FY2018	FY2019 SALARY RANGE LOW	FY2019 SALARY RANGE HIGH	FY2019 BUDGET NO.	FY2019 BUDGET AMOUNT	FY2020 RECOMMENDATION NO.	FY2020 RECOMMENDATION AMOUNT	Administr. 22002010	Fire-fighting 22002020	Fire Prevention 22002030	Equipment Maintenance 22002050	Training 22002060
510101	Permanent Full Time Salaries														
	Chief	D-9	1.00	1.00	140,115	165,048	1.00	160,206	1.00	162,609	162,609				
	Chief of Operations	D-7+	1.00	1.00		149,725	1.00	149,725	1.00	149,725	149,725				
	Deputy Chief	F-4	6.00	6.00	107,652	113,034	6.00	672,821	6.00	672,821		446,753	113,034		113,034
	Captain	F-3	8.00	9.00	92,010	96,610	9.00	832,689	9.00	837,289		561,260	92,010		184,020
	Lieutenant	F-2	23.00	23.00	78,641	82,573	23.00	1,832,333	23.00	1,836,266		1,675,052	80,607		80,607
	Firefighter	F-1	114.00	113.00	56,199	68,811	113.00	7,133,323	113.00	7,267,797		7,267,797			
	Information Systems Analyst	T-10	1.00	1.00	82,045	92,830	1.00	92,830	1.00	92,830	92,830				
	Public Safety Business Manager*	T-9	0.50	0.50	78,890	89,260	0.50	41,589	0.50	42,329	42,329				
	Motor Equipment Repair Foreman	GN-10	1.00	1.00	67,085	70,461	1.00	70,461	1.00	70,461				70,461	
	Executive Assistant	C-10	1.00	1.00	57,312	59,754	1.00	59,754	1.00	59,754	59,754				
	Assistant Clerk - Fire Prevention	C-8	1.00	1.00	51,502	53,682	1.00	53,682	1.00	53,682			53,682		
	Senior Account/Audit Clerk (PSBO)*	C-8	0.50	0.50	51,502	53,682	0.50	26,104	0.50	26,469	26,469				
	Senior Clerk Typist / Audit Clerk (PSBO)*	C-8	1.00	1.00	51,502	53,682	1.00	52,207	1.00	52,832	52,832				
	Fire Apparatus Repairperson	LN-7	1.00	1.00		62,032	1.00	62,032	1.00	62,032				62,032	
	Subtotal		160.00	160.00			160.00	11,239,757	160.00	11,386,896	586,549	9,950,861	339,333	132,493	377,661
	Other														
510140	Shift Differential							850,879		850,879		813,656	14,925		22,297
510143	Working-Out-Of-Classification Pay							127,966		127,966		117,361	5,303		5,303
510300	Regular Overtime							610,946		610,946	11,268	574,226	4,354	2,747	18,351
513042	Educational Incentive Pay							374,000		374,000	20,000	345,800	4,600		3,600
513044	Longevity Pay							74,750		57,000	2,350	51,350	650	1,350	1,300
513045	Career Incentive Pay							3,500		3,500		3,500			
514501	Extra Compensation							750		750	750				
514506	EMT Pay							445,655		459,965	4,786	431,086	8,824		15,269
515041	Holiday Pay							566,080		566,080	5,721	538,210	13,081		9,069
514502	Specialty Pay							15,600		15,600		15,600			
515058	Vacation Cash-in							148,784		148,784	7,575	132,877	4,545		3,788
515059	Administrative Leave Buy-Back							96,753		96,753	7,739	76,775	4,984	2,895	4,362
515501	Uniform/Clothing Allowance							130,650		130,650	1,640	123,190	3,450	300	2,070
515505	Tool Allowance							500		500				500	
	Subtotal							3,446,814		3,443,374	61,828	3,223,631	64,715	7,792	85,408
	Total		**160.00**	**160.00**			**160.00**	**14,686,571**	**160.00**	**14,830,270**	**648,377**	**13,174,492**	**404,048**	**140,285**	**463,068**

* Public Safety Business Mgr. and 3 clerical positions shared 50/50 with Police Dept.

PROGRAM DESCRIPTION

The Building Department was established to ensure public safety during construction, alteration, repair, and demolition of structures within town. The Department reviews and issues permits for construction, repair, remodeling, and demolition, as well as certificates of occupancy. Staff enforces by-laws and regulations related to zoning, building, plumbing, gas, electrical connections, fire safety, sprinklers, energy, demolition, and lodging houses. The Department performs annual inspections of lodging houses, places of assembly, parking facilities, and common victualler locations prior to their license renewal. The Department is charged with the repair and maintenance of all Town and School buildings and managing the daily operation of Town Hall, the Health Center, and the Public Safety Headquarters building.

The Department consists of the following six sub-programs:

1. The **Administration Sub-program** provides administrative and clerical support for the Department. The clerical staff performs the required office activities for the other sub-programs, including receipt of permit applications and fees, handling of citizen inquiries, preparation of permits, certificates, licenses, and payment vouchers for vendors.

2. The **Code Enforcement and Inspection Sub-program** is responsible for the construction and maintenance of structurally sound and safe buildings, mechanical systems, and equipment as mandated by related codes, by-laws, rules, and regulations. Work is initiated as a result of the application for a permit, complaints, department initiative, or referral and involves dealing with architects, engineers, developers, contractors, lawyers, owners, and tenants.

3. The **Repairs to Public Buildings Sub-program** preserves and maintains Town-owned buildings other than schools, which total 45 buildings with an estimated value of $135 million. Through periodic surveys and inspections, the Department determines the necessary repairs to preserve and maintain these buildings and establishes a preventive maintenance program consistent with the need.

4. The **Town Hall Maintenance Sub-program** provides for the operation and maintenance of the Town Hall, the Stephen Glover Train Memorial Health Center, and the Public Safety Headquarters building.

5. The **Construction/Renovation Sub-program** supports the Building Commission which, in accordance with Article 3.7 of the Town's By-Laws, participates in the selection of design consultants, reviews and approves plans and specifications, receives proposals, and maintains supervision of the Town's building program. The Project Administrator and his assistant serve as agents of the Building Commission, working with various Town and School agencies for the study, design, and construction of new projects and for major repairs.

6. The **School Plant Sub-program** provides for the maintenance and upkeep of all school buildings, of which there are 16 with an estimated value of $300 million. Through surveys and inspections and in conjunction with the principals, the custodial staff, and the Superintendent of Schools, a list of necessary repairs is established to preserve and maintain these buildings.

BUDGET STATEMENT

The FY20 budget increases $260,600 (3.1%). Personnel increases $104,118 (4.0%), due to the addition of an EMS Applications Specialist ($75,000) and Steps ($29,118).

Services increases $183,275 (6.1%), due to an increase to School Repair and Maintenance ($186,156) and Building Cleaning Services ($4,494). The increase is partially offset by a decrease to Town Repair and Maintenance ($7,375).

Other increases $3,500 (33.7%), due to an increase to Education/Training/Conferences.

Utilities decrease $18,293 (0.7%), due to a decrease to Natural Gas ($18,875), Gasoline ($1,708), and Water and Sewer ($29,561). The decrease is partially offset by an increase to Electricity ($31,651), and Diesel ($200).

Capital decreases $12,000 (12.6%), due to a decrease to Automobiles ($23,000). The decrease is partially offset by an increase to Equipment Lease ($5,000) and Maintenance Equipment ($6,000).

PROGRAM COSTS. BUILDING DEPARTMENT

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Personnel	2,440,905	2,601,547	2,705,666	104,118	4.0%
Services	2,624,297	3,022,378	3,205,653	183,275	6.1%
Supplies	28,356	29,750	29,750	0	0.0%
Other	9,246	10,400	13,900	3,500	33.7%
Utilities	2,429,752	2,586,236	2,567,943	(18,293)	-0.7%
Capital	120,810	95,370	83,370	(12,000)	-12.6%
TOTAL	7,653,367	8,345,682	8,606,282	260,600	3.1%
BENEFITS			1,605,520		
REVENUE	6,595,009	2,544,000	2,569,250	25,250	1.0%

FY2020 OBJECTIVES

1. To assist the Select Board's Office and all Town and School departments with the development of a balanced CIP Project list, including aggressive planning for school space needs.
2. To assist the School Department with schematic designs for the Driscoll and Baldwin projects.
3. To assist the School Department with the High School renovations and additions to complete the schematic design phase.
4. To continue to implement the work involved with the Building Envelope and Roofing Replacement Program per the Town's Capital Improvements Program.
5. To hire additional Tradesmen in the Public Buildings Division to achieve more in house PM and service work to reduce the use of outside contractors.
6. To expand the use of the School Dude Maintenance and Facilities Software Program for Preventative Maintenance and scheduling functions.
7. To use School Dude for energy projections/historical data collection.
8. To work with the Select Board's office to implement the recommendations of the Public Buildings Division Study to improve maintenance and repair operations and efficiencies for all buildings.
9. To upgrade and expand public buildings existing key card and security systems.
10. To work with the Fire Chief and his staff on repairs to Fire Station No 6.
11. To complete the design and bid the envelope repairs at the UAB.
12. To continue to expand the use of the Town's new website (where appropriate) by listing current and future capital improvement projects (CIP) with project status as well as online bidding of such projects.
13. To continue construction work on site for the Coolidge Corner School Additions and Renovations.
14. To expand and upgrade the energy management systems in all buildings using both CIP funds and Green Community monies.
15. To complete the design and bid the Lynch Rec. and UAB Building elevator renovation packages.
16. To complete the design and bid Fire Station No. 5 MEP improvements package.
17. To assist the Parks Dept. regarding the interior renovations to the Fisher Hill Gate House.
18. To continue working with the Water Department Director for improvements to the Water Garage.

FY2020 OBJECTIVES (Con't.)

19. To work with users of all facilities and continue all efforts to make public buildings fully accessible.
20. To continue improving energy efficiency in all Town and School buildings by using grant, rebate monies and/or CIP funds.
21. To investigate, explore and implement energy conservation efforts in all buildings.
22. To work with Town staff to revise and upgrade the Department's website to better reflect the three divisions, mission, programs and responsibility.
23. To work together with the Information Technology Department to expand the Accela permitting system beyond the current capabilities.
24. To continue the search for storage and shop space to be used by Building Department maintenance staff.
25. To expand training and education for Inspectors and Tradesmen on the operation of departmental equipment, individual skills, market products and advancements in the construction/renovation industry.
26. To provide training and certification of all Inspectors, Tradesman and Custodians as required by State law.
27. To work with the Information Technology Department with the implementation of a document management system that will digitize historical information and documents such as department plans, files and other paper documents.
28. To review and update specifications on service contracts as well as expand Preventative Maintenance (PM) work orders to include all equipment.
29. To develop a properly funded maintenance budget for the expanding school facilities.
30. To install more LED lighting and condensing boiler paid by the utilities.
31. To work with the Town Administration to install photovoltaic solar panels on Town and School properties.
32. To continue to evenly distribute Inspectors workloads by adjusting permit assignments, complaint investigations and annual inspections.
33. To work with other comparable Building Departments to review and investigate policies and procedures regarding code enforcement for consideration for use.
34. To work with the Brookline Arts Center Administration on their upgrade and improvements to the building.
35. To expand the use of School Dude for scheduling of all building spaces and security.

FY2019 ACCOMPLISHMENTS

1. Building Department staff continue to serve as staff to the Building Commission; representing them on a day-to-day basis, providing information and recommendations, assist with contracts, change orders and invoices, conduct daily inspections of work sites and with the daily management of contractors, designers and other vendors.
2. Increased storage of electronic data of Building Department index cards for building, plumbing and gas permits, certificates and plans.
3. Continue the internal scanning of all new Building, Plumbing, Gas, Electrical, Mechanical and Sprinkler Permit Applications and file electronically.
4. Implemented the Accela Permitting program by transitioning from GeoTMS for all building department permit types, certificates and enforcement.
5. Made the following improvements at various School Buildings:
    a. Created new classroom spaces at the High School, Lawrence and Runkle Schools.
    b. Painted numerous classrooms at the High School Complex.
    c. Painted at the Heath School.
    d. Worked with the School and Water Departments to test each school for lead in the water and make repairs as needed.
    e. Replaced flooring at various locations at within the High School Complex.
    f. Installed a gas fire condensing boiler for domestic hot water for the PE/UAB/Pool buildings.
6. Continued construction on site at the Edward Devotion School Additions and Renovations. Worked with town and school staff and outside vendors to prepare for and execute the move to 30 Webster Street and to the Old Lincoln School. Continued communication with and reporting to the MSBA. Working with Town and School staff, began the process of procuring FF&E and technology items for the new facility.
7. Selected the Architect/ Owner's Project Manager (OPM) and executed contracts for schematic design involved with the Brookline High School design.
8. Completed the Structural Pool Repairs and Locker Room renovations at Evelyn Kirrane Aquatic Center.
9. Completed roofing and building envelope work at Fire Station No. 1.
10. Completed repairs, upgrades and modernization on the Physical Education Building elevator.
11. Assisted the School Department with the 9th School Siting and feasibility studies.
12. Continued design work involved with Fire Station No. 6 Maintenance Garage and Training Facility.
13. Completed roof restoration work at the Reservoir Gate House.
14. Completed upgrade and modernization of both elevators at the Town Hall.
15. Installed LED lighting at the Coolidge Corner Library.
16. Installed all new LED lighting at the Municipal Garage.
17. Painted over several months most of the Main Library to improve its appearance.
18. Executed lease at 29 Avon St. dwelling with long term tenant.

FY2019 ACCOMPLISHMENTS (Con't.)

19. Worked with IT Department staff to develop workflow, permit process, categories, inspections, certifications and many other details to customize the Accela Permitting System for implementation.
20. Installed all new LED lighting at the Town Hall.
21. Initiated an enforcement tracking process for Department staff to better track complaints (zoning, by-law, code, etc.) to gain compliance.
22. Established new Inspectors Districts to create even distribution of workload.
23. Worked with IT staff to develop new policy requiring all building, mechanical, sprinkler permits and denial letters be applied for digitally on line with no paper submittals.
24. Continued to work with Town Officials, Boards and Commissions to investigate and determine the most appropriate location on Town property/ buildings for solar panel installations (PV systems policy).
25. Signed a long term agreement to buy solar power through 2 private developments in Boston.
26. Received $30,000 in rebate monies from Keyspan and NStar (Eversource).

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2017	ESTIMATE FY2018	ACTUAL FY2018	ESTIMATE FY2019	ESTIMATE FY2020
Permits Issued:	6,865	6,300	6,727	6,400	6,500
Building Permits	2,235	2,010	2,199	2,020	2,030
Electrical Permits	1,710	1,360	1,663	1,370	1,380
Plumbing Permits	1,293	1,310	1,323	1,320	1,330
Gas Fitting Permits	944	935	957	945	955
Mechanical Permits	439	400	406	410	410
Sprinkler Permits	29	25	27	30	30
Occupancy Permits	133	160	152	160	160
Other	82	100	87	100	100
% of Permit Applications Online	31%	25%	84%	85%	85%
% of Transactions Paid with Credit Card	16%	15%	61%	70%	70%
Certificates Issued	345	335	426	345	375
Builders Licenses	10	20	1	10	5
Inspections:					
Common Victualler	150	150	150	150	150
Lodging House Insp.	51	51	51	51	51
Violation Notices Issued	37	35	25	35	35
Complaints Filed*	7	8	146	150	150
Denial Ltr/Plan Review	N/A	N/A	120	120	120
Board of Appeals Cases	99	75	91	80	80

*Changed indicator from Court Complaints Filed to overall Complaints

PERFORMANCE / WORKLOAD INDICATORS (con't.)

	ACTUAL FY2017	ESTIMATE FY2018	ACTUAL FY2018	ESTIMATE FY2019	ESTIMATE FY2020
Vouchers Processed	3,381	3,800	3,300	3,500	3,500
Committees of Seven	6	8	12	5	10
Public Building Maintenance					
Maintenance Contracts	5	5	10	5	10
Contractor Service Orders	1,509	1,750	1,625	1,600	1,700
In-House Work Orders	8,339	8,000	10,126	8,000	10,000
% of Work Orders Completed					
in Less Than 3 days	50%	50%	50%	50%	50%
in Less Than 7 days	58%	60%	53%	60%	60%
Utility Use					
Town Hall					
Electricity (KWH)	805,538	720,000	745,100	750,000	750,000
Natural Gas (Therms)	20,175	23,000	20,258	21,000	21,000
Oil (gallons)	0	0	0	500	500
Water & Sewer (CCF)	1,591	1,600	1,673	1,600	1,600
School Buildings					
Electricity (KWH)	7,003,724	7,600,000	8,358,716	8,350,000	8,350,000
Natural Gas (Therms)	384,674	750,000	855,726	680,000	700,000
Oil (gallons)	16,503	4,000	185	2,500	1,500
Water & Sewer (CCF)	14,296	14,000	9,901	14,000	9,901

TOWN OF BROOKLINE FY2020 PROGRAM BUDGET	PROGRAM GROUP: Public Safety PROGRAM: Building

SUMMARY OF SUB-PROGRAMS

SUB-PROGRAMS	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Administration	238,136	247,411	265,287	17,875	7.2%
Code Enforcement	735,928	668,856	672,223	3,367	0.5%
Town R&M	1,216,926	1,623,481	1,590,554	(32,928)	-2.0%
Town Hall Maint.	563,436	533,589	546,337	12,748	2.4%
Construct/Renovation	63,013	71,514	71,514	(0)	0.0%
School R&M	4,835,928	5,200,831	5,460,368	259,537	5.0%
TOTAL	7,653,367	8,345,682	8,606,282	260,600	3.1%

Administration

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Personnel	224,882	223,593	225,232	1,639	0.7%
Services	11,317	14,447	14,447	0	0.0%
Supplies	1,094	2,400	2,400	0	0.0%
Other	450	5,837	9,338	3,501	60.0%
Capital	394	1,134	13,870	12,736	1123.1%
TOTAL	238,136	247,411	265,287	17,875	7.2%

Code Enforcement

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Personnel	653,160	653,686	658,607	4,921	0.8%
Services	0	0	0	0	0.0%
Supplies	3,128	2,000	2,000	0	0.0%
Other	4,584	3,625	3,625	0	0.0%
Utilities	6,984	8,645	7,991	(654)	-7.6%
Capital	68,073	900	0	(900)	-100.0%
TOTAL	735,928	668,856	672,223	3,367	0.5%

Construct/Renovation

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Personnel	63,013	66,274	66,274	0	0.0%
Services	0	2,490	2,490	0	0.0%
Supplies	0	2,500	2,500	0	0.0%
Other	0	250	250	0	0.0%
Capital	0	0	0	0	-
TOTAL	63,013	71,514	71,514	(0)	0.0%

Town Buildings Repair and Maintenance

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Personnel	336,500	366,109	391,547	25,437	6.9%
Services	817,593	1,160,257	1,152,882	(7,375)	-0.6%
Supplies	6,297	4,425	4,425	0	0.0%
Other	4,193	200	200	0	0.0%
Capital	52,343	92,490	41,500	(50,990)	-55.1%
TOTAL	1,216,926	1,623,481	1,590,554	(32,928)	-2.0%

Town Hall Maintenance

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Personnel	209,477	204,401	204,400	(1)	0.0%
Services	159,287	143,183	147,677	4,494	3.1%
Supplies	11,582	11,000	11,000	0	0.0%
Other	0	0	0	0	0.0%
Utilities	183,090	175,005	183,260	8,255	4.7%
Capital	0	0	0	0	0.0%
TOTAL	563,436	533,589	546,337	12,748	2.4%

School Buildings Repair and Maintenance

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Personnel	953,874	1,087,485	1,159,606	72,121	6.6%
Services	1,636,100	1,702,001	1,888,157	186,156	10.9%
Supplies	6,256	7,425	7,425	0	0.0%
Other	20	488	488	0	0.0%
Utilities	2,239,678	2,402,586	2,376,692	(25,894)	-1.1%
Capital	0	846	28,000	27,154	3209.7%
TOTAL	4,835,928	5,200,831	5,460,368	259,537	5.0%

TOWN OF BROOKLINE FY2020 PROGRAM BUDGET	PROGRAM GROUP: Public Safety PROGRAM: Building

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2017	NUMBER OF POSITIONS FUNDED FY2018	FY2019 SALARY RANGE LOW	FY2019 SALARY RANGE HIGH	FY2019 BUDGET NO.	FY2019 BUDGET AMOUNT	FY2020 RECOMMENDATION NO.	FY2020 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Building Commissioner	D-7	1.00	1.00	121,249	142,825	1.00	136,586	1.00	138,634
	Director of Public Buildings	T-15	1.00	1.00	107,723	121,884	1.00	121,884	1.00	121,884
	Building Project Administrator	T-15	1.00	1.00	107,723	121,884	1.00	121,884	1.00	121,884
	Deputy Building Commissioner	T-12	1.00	1.00	90,447	102,336	1.00	102,336	1.00	102,336
	Project Manager	T-10	1.00	1.00	82,042	92,830	1.00	92,830	1.00	92,830
	Building Project Representative	T-10	1.00	1.00	82,042	92,830	1.00	92,830	1.00	92,830
	Operations Manager - Public Buildings	T-9	1.00	1.00	78,890	89,260	1.00	84,658	1.00	86,165
	Energy Systems Manager	T-9	0.00	1.00	78,890	89,260	1.00	89,260	1.00	89,260
	EMS Applications Specialist	TBD	0.00	0.00	75,000	TBD	0.00	0	1.00	75,000
	Electrical Inspector	GN-13	1.00	1.00	78,518	82,469	1.00	82,469	1.00	82,469
	Plumbing and Gas Inspector	GN-13	1.00	1.00	78,518	82,469	1.00	82,469	1.00	82,469
	Local Building Inspector	GN-12	4.00	4.00	75,316	79,106	4.00	308,806	4.00	312,596
	Licensed Maintenance Craftsperson	MN-6	0.00	0.00	66,355	73,243	12.00	796,255	12.00	816,162
	Senior Maintenance Craftsperson	MN-5	13.00	13.00	62,452	65,633	2.00	128,866	2.00	129,656
	Senior Building Custodian	MN-4	3.00	3.00	56,669	59,557	3.00	178,670	3.00	178,670
	Administrative Head Clerk	C-10	2.00	2.00	58,180	64,702	2.00	125,360	2.00	125,360
	Bookkeeper/Accountant I	C-9	1.00	1.00	56,653	58,995	1.00	58,995	1.00	57,405
	Staff Assistant	C-6	1.00	1.00	48,119	50,267	1.00	50,267	1.00	50,267
	Less Charge off to Capital Projects							(214,714)		(214,714)
	Subtotal		33.00	34.00			35.00	2,439,710	36.00	2,541,162
510102	Permanent Part Time Salaries									
	Houseworkers	MN-1	0.48	0.48	38,176	40,120	0.48	18,526	0.48	20,060
	Members Board of Examiners (3)					$30 / mtg.		300		300
	Subtotal		0.48	0.48			0.48	18,826	0.48	20,360
510901	Temporary Part Time Salaries									
	Inspectors		1.13	1.13			1.13	56,561	1.13	57,692
	Pest Control Technician		0.49	0.49			0.00	0	0.00	0
	Summer Workers		0.80	0.80			0.00	0	0.00	0
	Subtotal		2.42	2.42			1.13	56,561	1.13	57,692
	Other									
510140	Shift Differential							5,638		5,638
510300	Regular Overtime							46,263		46,263
513044	Longevity Pay							22,350		22,350
514405	OPM Stipend							17,228		17,228
515501	Clothing/Uniform Allowance / In Lieu of Boots							12,200		12,200
	Less Charge off to Capital Projects							(17,228)		(17,228)
	Subtotal							86,451		86,451
	Total		**35.90**	**36.90**			**36.61**	**2,601,547**	**37.61**	**2,705,666**

GENERAL SERVICES -- TOWN BUILDINGS

TRADESMEN SUPPLIES	
HARDWARE, ELECTRICAL, PLUMBING, MISC	$138,000
	$138,000
FIRE SAFETY SERVICE	
FIRE ALARM/SPRINKLER TEST	$15,158
FIRE ALARM/SPRINKLER REPAIRS	$25,000
E LITE TESTING	$12,500
E LITE REPAIRS	$4,100
FIRE EXTINGUISHER TEST/REPAIRS	$4,100
	$60,858
EMERGENCY GENERATOR SERVICE	
REPAIRS	$4,400
PREVENTATIVE MAINTENANCE	$14,750
	$19,150
HAZMAT	
ASBESTOS	$3,500
MOLD	$1,500
LEAD	$1,000
IAQ	$1,500
PREVENTATIVE MAINTENANCE	$5,500
PEST CONTROL	$8,000
	$21,000
ELEVATOR SERVICE	
REPAIRS	$24,000
STATE TESTING	$10,700
PREVENTATIVE MAINTENANCE	$28,760
	$63,460

HVAC/BOILER SERVICE	
HVAC REPAIRS	$110,000
HVAC PM - A/C	$41,950
HVAC FILTERS - LARGE/SMALL	$20,000
HVAC - PM - IT ROOMS	$7,500
HVAC - PM - PUMPS (CIRC. PUMPS)	$5,000
HVAC - PM - PUMPS (GAS BOOSTER)	$5,000
HVAC - PM/REPAIRS - PLYMOVENT	$9,000
BOILER/STEAMFITTING REPAIRS	$30,000
BOILER/STEAMFITTING PM	$7,500
BOILER INSPECTIONS (47)	$2,600
BOILER PM	$7,100
BOILER PM	$7,100
BOILER PM - FHW HEAT EXCHANGERS	$1,500
BOILER PM FANS	$7,500
BOILER PM PUMPS	$8,500
BOILER PM VIBRATIONAL	$13,500
INSULATION	$2,500
REFRACTORY	$750
ENERGY MANAGEMENT SYSTEMS	$4,700
OIL TANK CLEANING/TESTING	$17,500
	$309,200
FLOORING SERVICE	
REPAIRS/PATCHING	$12,500
	$12,500
PAINTING SERVICE	
INTERIOR/EXTERIOR	$15,000
	$15,000
WINDOW SERVICE	
SHADES/SCREENS	$5,000
CLEANING	$13,041
	$18,041

SECURITY SERVICE	
KEYCARD REPAIR	$21,000
KEYCARDS PM	$17,250
LOCK REPAIRS	$5,500
LOCK PM	$21,000
CAMERA REPAIRS	$22,000
CAMERAS PM	$1,550
BURGLAR ALARMS MONITORING	$9,000
BURGLAR ALARMS REPAIRS	$22,250
BURGLAR ALARMS PM	$4,500
	$124,050
EXTERIOR GENERAL	
ROOF REPAIRS	$40,000
ROOF - GUTTERS/CLEAN	$12,750
ROOF - INSPECTIONS/REPAIRS	$52,000
MASONRY REPAIRS	$34,000
MASONRY/ENVELOPE - INSPECTIONS INFRARED	$20,000
	$158,750
GLAZING SERVICES	
REPLACEMENT/REPAIRS	$24,000
	$24,000
ELECTRICAL SERVICE	
REPAIRS	$50,000
PREVENTATIVE MAINTENANCE	$43,500
	$93,500
PLUMBING SERVICE	
REPAIRS	$22,500
PREVENTATIVE MAINTENANCE	$35,000
	$57,500
CARPENTRY SERVICE	
REPAIRS	$18,000
OVERHEAD DOOR/GATE REPAIR	$3,000
OVERHEAD DOOR/GATE PM	$9,500
	$30,500

GENERAL SERVICES TOTAL	**$1,145,509**

GENERAL SERVICES -- SCHOOL BUILDINGS*

TRADESMEN SUPPLIES	
HARDWARE, ELECTRICAL, PLUMBING, MISC	$235,000
	$235,000
FIRE SAFETY SERVICE	
FIRE ALARM/SPRINKLER TEST	$62,000
FIRE ALARM/SPRINKLER REPAIRS	$50,750
E LITE TESTING	$13,500
E LITE REPAIRS	$2,500
FIRE EXTINGUISHER TEST/REPAIRS	$16,750
	$145,500
EMERGENCY GENERATOR SERVICE	
REPAIRS	$12,000
PREVENTATIVE MAINTENANCE	$9,000
	$21,000
HAZMAT	
ASBESTOS	$20,000
MOLD	$8,625
LEAD	$10,000
IAQ	$11,500
PREVENTATIVE MAINTENANCE	$5,500
PEST CONTROL	$1,500
	$57,125
ELEVATOR SERVICE	
REPAIRS	$15,000
STATE TESTING	$21,800
PREVENTATIVE MAINTENANCE	$82,500
	$119,300

HVAC/BOILER SERVICE	
HVAC REPAIRS	$205,000
HVAC PM - A/C	$105,000
HVAC FILTERS - LARGE/SMALL	$41,000
HVAC - PM - IT ROOMS	$13,500
HVAC - PM - PUMPS (CIRC. PUMPS)	$10,475
HVAC - PM - PUMPS (GAS BOOSTER)	$10,000
HVAC - PM/REPAIRS - PNEUMATICS DRISCOLL	$3,000
BOILER/STEAMFITTING REPAIRS	$62,500
BOILER/STEAMFITTING PM	$12,500
BOILER INSPECTIONS (36)	$1,890
BOILER PM	$14,500
BOILER PM	$24,150
BOILER PM - FHW HEAT EXCHANGERS	$4,500
BOILER PM FANS	$20,000
BOILER PM PUMPS	$22,000
BOILER PM VIBRATIONAL	$31,000
INSULATION	$5,600
REFRACTORY	$4,500
ENERGY MANAGEMENT SYSTEMS	$86,000
OIL TANK CLEANING/TESTING	$7,500
	$684,615
FLOORING SERVICE	
REPAIRS/PATCHING	$10,117
	$10,117

SECURITY SERVICE	
KEYCARD REPAIR	$20,000
LOCK REPAIRS	$14,000
CAMERA REPAIRS	$14,000
BURGLAR ALARMS MONITORING	$6,750
BURGLAR ALARMS REPAIRS	$16,500
	$71,250
EXTERIOR GENERAL	
ROOF REPAIRS	$90,000
ROOF - GUTTERS/CLEAN	$22,000
ROOF - INSPECTIONS/REPAIRS	$42,500
MASONRY REPAIRS	$45,000
MASONRY/ENVELOPE - INSPECTIONS INFRARED	$15,000
	$214,500
GLAZING SERVICES	
REPLACEMENT/REPAIRS	$45,000
	$45,000
ELECTRICAL SERVICE	
REPAIRS	$125,000
	$125,000
PLUMBING SERVICE	
REPAIRS	$80,500
PREVENTATIVE MAINTENANCE	$17,500
	$98,000
CARPENTRY SERVICE	
REPAIRS	$48,000
OVERHEAD DOOR/GATE REPAIR	$4,500
OVERHEAD DOOR/GATE PM	$3,500
	$56,000

GENERAL SERVICES TOTAL	**$1,882,407**

* The spending categories for School Buildings are estimates. The allocation of the $1,882,407 budget is determined by the School Superintendent and was not finalized when this document went to print.

PROGRAM DESCRIPTION

The Department of Public Works is responsible for all endeavors related to planning, designing, operating, maintaining, and managing public ways, park lands, open space, public grounds, Town cemeteries, water distribution systems, sewer collection systems, the collection/disposal of solid waste, and recycling. The Department also provides engineering support services and motor equipment maintenance services to Town departments. The Department's goal is to provide efficient, effective, and economical services to the citizens at the desired level and in compliance with all applicable laws and regulations.

The Public Works Department consists of the following sub-programs:

Administration - the primary goal of the Division is to provide continuous coordination of all divisions through effective leadership in order to ensure that all functions are carried out completely and efficiently. The specific functions include budget preparation and internal expenditure control; clerical and accounting activities for the processing of payrolls, purchases, billings, utility invoices; long-range planning; compliance with all federal, state, and local laws and regulations; and interacting with all boards, commissions, and departments as well as with municipal, utility, and regional authorities.

Engineering/Transportation - The responsibilities of the Division are centered on providing support to the construction and maintenance divisions of the Department, in addition to handling transportation issues. These responsibilities include preparation of plans, specifications, and bidding documents for various construction projects involving public ways, utilities, parks, open space, playgrounds, and the entire public infrastructure; preparation of estimates and drawings; contract administration and construction inspections; review of all street opening requests by public utilities; supervision of the maintenance of the Town's traffic signal and street lighting systems; and the review and approval of plot plans for new buildings.

Included in these responsibilities is serving as staff for the six-member Transportation Board, which has the authority to make rules and regulations relative to pedestrian, vehicle, and bicycle movement within town. The Division prepares regulations, traffic counts, small traffic studies, plans, and maps and analyzes proposals. The Division also manages the overnight sticker program, the guest parking program, and the resident and commercial sticker parking programs, and oversees the taxi cab industry, bus lines, and limousine services.

Highway - This Division maintains a highly visible service to the community, with the goal being to maintain the physical safety and appearance of all public ways.

1. Roadway Maintenance - responsible for street, sidewalk, and trench repairs, asphalt overlays, granite curbing, and the replacement of Town-owned fences and walls. The School Department also receives maintenance through this element with work accomplished on walkways, school parking areas, and drainage problems.

2. Street Cleaning - keeps all public ways machine-swept and free of litter. To accomplish this year-round task, 125 litter baskets must be emptied daily. Main streets in the commercial areas are swept three times per week. Residential streets are swept approximately every nine to fourteen days, and leaves, grass, and common litter are removed on a daily basis.

3. Snow and Ice Control - plows and sands approximately 100 miles of street, 29 miles of sidewalk and hand clears and sands handicap accessible ramps in business and commuter areas. Public ways near churches, temples, bus stops, elderly housing, schools, and residences of paraplegics are given precedence to ensure public safety. The sidewalks are plowed in order to provide access to the elderly and to children along school routes. The sidewalks were selected by a 1978 Snow Committee and were confirmed by a 1983 Moderator's Snow Committee.

4. Traffic Control/Street Lighting - places, repairs, and manufactures street and traffic signs, inspects street lights and traffic signals, maintains parking meters, and letters and paints pavement, crosswalks, and center lines. The street lighting portion of this element funds the operation, maintenance, and energy costs of all street lights and traffic signals in the Town. This Unit is also responsible for the maintenance of the Town's Emergency Notification System (public safety call boxes/alarms).

5. Motor Equipment Maintenance - utilizing a centralized approach in order to maintain productivity and efficiency, this element maintains and repairs the Town's fleet, except for Fire Department Vehicles. Repair and maintenance records are kept to establish and monitor accurate operating costs and budget figures. Service contracts are used for major repair items that cannot be serviced at the Municipal Service Center. The supply budget is used for the purchase of all maintenance repair parts to service more than 370 pieces of equipment for 10 departments.

Sanitation - This Division provides for solid waste collection and disposal/recycling of all household rubbish. The collection and disposal/recycling of this material impacts the health and welfare of the entire community. The effectiveness of this operation depends greatly on the cooperation of residents in complying with established rules and regulations. Collection and disposal of leaves and sweeper debris from public ways for disposal are also incorporated into this sub-program.

Parks and Open Space - This Division maintains over 600 acres of Town-owned park and recreation facilities. The goal is to provide a network of well-maintained parks and open spaces that fulfill the passive and active recreational needs of the community, preserve the culture and historic integrity of the landscape, and to provide access to all. This objective is accomplished through the goals of the following six elements:

Conservation - The seven-member Conservation Commission and staff serve all citizens by protecting and preserving the environment. Functions and goals include the following statutory responsibilities: enforcing local, state, and federal environmental regulations; administering the Wetlands Protection Act and the United States Flood Insurance Program; and administering conservation areas and easements.

Public Grounds - The goals of the Public Grounds Element are to manage and maintain over 485 acres of public land, comprised of 38 parks and playgrounds, land around 15 public buildings, five parking areas, and over 41 traffic islands, for passive and active recreation purposes; provide maintenance and repair of equipment and fixtures; maintain playing fields for the programs of the Recreation and School Departments; and remove snow and ice during the Winter months. The Element also maintains 24 playing fields, 25 tot lots for older and younger children, 25.5 basketball courts, and 32 tennis court areas through weekly grass cutting, litter pick-up, marking field lines, carpentry, and fence repairs.

School Grounds - The School Grounds Element provides for the maintenance of and improvements to 32 acres of landscaped areas around 10 public schools. This element is responsible for pruning trees and shrubs, raking leaves, removing litter, cutting grass, fertilizing, and seeding. In the Winter months, functions include snow removal from walks, steps, and the drives on school grounds.

Skating Rink - The Skating Rink Element provides for the maintenance and operation of the Larz Anderson outdoor skating rink in coordination with the Recreation Department. The goal is to provide quality management of the outdoor skating facility given the operational challenges due to varying weather conditions. While DPW employees provide these services, the costs are accounted for in the Recreation Revolving Fund via a charge-off in an amount equal to the cost of the employees.

Forestry - The goal of the Forestry Element is to preserve and maintain over 50,000 shade trees along public ways, parks, school grounds, cemeteries, and all other public grounds. The Element provides for the safety of all public ways and grounds through the removal of dead and dangerous limbs and trees and is responsible for replacing trees in areas where they have been removed.

Cemetery - The goals of the Cemetery Element are to maintain and improve the Walnut Hills Cemetery and the Old Burying Ground, which total 48.5 acres, and to provide properly coordinated and dignified burials. Functions include selling lots, recording deeds, constructing foundations, mowing grass areas, pruning shrubs and small trees, laying out and preparing lots, and coordinating burials.

Water and Sewer Enterprise Fund - The DPW is responsible for the Water and Sewer Enterprise Fund. For a description of the Enterprise Fund, please see the section immediately following this DPW Operating Budget summary.

PROGRAM COSTS. DEPARTMENT OF PUBLIC WORKS

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Permanent Full Time Salaries	7,123,071	7,641,709	7,678,049	36,340	0.5%
Temporary/Seasonal	145,280	267,756	287,756	20,000	7.5%
Overtime	1,054,775	286,534	286,534	0	0.0%
Other	300,311	163,211	161,888	(1,323)	-0.8%
Subtotal	8,623,437	8,359,210	8,414,227	55,017	0.7%
Services	4,027,593	3,582,008	4,053,061	471,053	13.2%
Supplies	1,598,065	970,750	970,750	0	0.0%
Other	48,055	53,500	53,500	0	0.0%
Utilities	973,918	1,102,000	1,075,059	(26,941)	-2.4%
Intergovernmental	0	20,000	20,000	0	0.0%
Capital	1,065,033	1,446,021	1,061,500	(384,521)	-26.6%
TOTAL	16,336,101	15,533,488	15,648,096	114,608	0.7%
BENEFITS			6,199,168		
REVENUE	3,971,782	3,603,200	3,588,200	(15,000)	-0.4%
Water & Sewer Enterprise	27,904,507	28,554,309	28,564,475	10,166	0.0%

TOWN OF BROOKLINE FY2020 PROGRAM BUDGET	PROGRAM GROUP: Public Works PROGRAM: Public Works

BUDGET STATEMENT

The FY20 budget reflects an increase of $114,607 (0.7%). Personnel increases $55,016 (0.7%), due to an increase in Steps ($25,236), Chargeoff funds ($1,587), an increase in Part-Time salaries ($20,000), and the addition of a Working Foreman position ($59,885). The increase is partially offset by a decrease in Longevity ($1,450), and the elimination of a Laborer position ($47,823).

Services increases $471,053 (13.2%), due to an increase to Data Storage Services/Parking Meters ($63,176), Solid Waste Disposal Contract ($449,876), and Landscaping Services ($8,001). This increase is partially offset by a decrease to Professional/Technical Services ($50,000).

Utilities decreases $26,941 (2.4%), due to a decrease to Gasoline ($12,753), Diesel ($8,204), and Water and Sewer ($34,938). The decrease is partially offset by an increase to Electricity ($16,095) and Natural Gas ($12,859).

Capital decreases $384,521 (26.6%), due to a decrease to Lease/Purchase Agreement ($290,488) and Maintenance Equipment ($99,058). The increase is partially offset by an increase to Trucks ($5,024).

FY2020 OBJECTIVES

Administration

1. To study the potential of retrofitting the LED street light system with "Smart Controls" to provide for scheduling, dimming and self-metering of energy use.
2. To accelerate to the maximum extent possible the rehabilitation of streets and roads using Town and Chapter 90 funding.
3. To begin the Complete Streets design for the full length rehabilitation of Washington Street.
4. To begin negotiations for the potential extension of the Solid Waste Disposal contract and the Single Stream Recycling contract prior to the contract expiration date of June 30, 2020.

Engineering & Transportation

5. To construct Pearl Street using Complete Streets policy guidelines.
6. To construct bicycle improvements on St. Mary's Street, Ivy Street and Essex Street.
7. To construct safety improvements on Woodland Road.
8. To design traffic signal improvements at the intersections of Woodland Road @ Hammond Street, Dean Road @ Chestnut Hill Avenue, and Carlton Street @ Monmouth Street.
9. To continue to oversee the design and implementation of the Green Routes Master Plan to improve bicycle safety and connectivity in town.
10. To oversee the design of safety improvements on Clinton Road.
11. To oversee implementation of the Town's Complete Streets Prioritization Plan.
12. To continue to work with the Town-wide Safe Routes to School Task Force to develop and implement educational and engineering solutions to promote safe walking & biking to school.
13. To work with the Planning Department to expand the Blue Bikes bike share network in Town
14. To implement an E-Scooter Share Program in Brookline.
15. To work with the Planning Department to oversee the installation and deployment of public electric car charging stations and EV car share on Beacon Street.
16. To work with the City of Boston and the Massachusetts Department of Transportation to improve the Mountfort Street corridor.
17. To work with the City of Newton and the Department of Conservation & Recreation to improve pedestrian and bicycle accommodations on West Roxbury Parkway and Hammond Pond Parkway.
18. To work with the School Department and the Town Human Resources Department to implement a Town Employee Parking & Transportation Demand Management benefits program.
19. To continue to oversee the replacement of all POM coin only single space meters with IPS credit card acceptance parking meters.
20. To work with the MBTA to implement a Transit Signal Prioritization system on the C-Line.
21. To complete the reconstruction of the Carlton Street Footbridge.
22. To oversee the rehabilitation of the Brookline reservoir and gate house.
23. To oversee the work involved in the Gateway East project.
24. To insure compliance with the revisions to the Town's Stormwater By-Law.

FY2020 OBJECTIVES (Con't.)

Highway & Sanitation

25. To continue the Single Stream Recycling education initiative pursuant to MADEP Recycling Guidelines to maintain a contaminant rate of 6% or less.
26. To continue to research methods to remove food waste from the municipal solid waste stream.
27. To implement the wireless Fire Alarm Call Box Program town-wide by replacing or removing the existing hard-wired system over a two (2) year period.
28. To complete the final phase of the multi-year street light conversion to LED fixtures.
29. To continue in-house training programs for personnel to effectively and efficiently perform all highway operations.
30. To continue to effectively use the PeopleGIS Asset Management Software to its full potential for management reporting efficient resident response.
31. To continue to improve the Snow and Ice Control Program using liquid pre-wetting and anti-icing techniques in an effort to reduce the use of salt products by 20%.

Parks and Open Space

32. To commence construction for the Muddy River Restoration Project Phase II.
33. To commence the design review process for the Renovation of Robinson Playground.
34. To complete design review process for the Renovation of Cypress Playground and commence construction bid documents.
35. To complete assessment of the Green Dog Program.
36. To bid and commence construction for the Tempietto, bridges, drainage structures and meadow at Larz Anderson Park.
37. To commence fabrication of doors and hardware for the tombs along Boylston Ave. and the Pierce Tomb at the historic Old Burying Ground.
38. To complete design and construction bid documents for improvements to the roadway system at Walnut Hills Cemetery.
39. To commence construction and safety improvements of the roadway, drainage and parking at Larz Anderson Park.
40. To continue the temporary public art project at Larz Anderson Park.
41. To continue to implement technology to better address parks management issues including: Integrated Irrigation Maintenance and Management System, Solar Trash Compactors, drone image documentation and GPS.
42. To continue to install water bottle refill stations in parks and open spaces to reduce the use of single serving disposable water bottles.
43. To complete the Parks, Open Space and Recreation Strategic Plan Update.

FY2019 ACCOMPLISHMENTS

Administration

1. Completed the development and implementation of a Supervisory Training Program for second and third tier managers in all Public Works Divisions.
2. Continued to develop Web-Based Construction Specifications and Site Plan Submittals within the Engineering & Transportation Division.
3. Continued the Department-wide effort to improve the efficiency and management of customer service for all Public Works administrative operations including the Engineering & Transportation Division.

Engineering & Transportation

4. Oversaw the construction of Babcock Street, the first official complete street design in Town.
5. Designed safety improvements plan for Woodland Road.
6. Oversaw the construction of pedestrian safety/safe routes to school improvements including installation of Rectangular Rapid Flash Beacons on Beacon Street @ Winthrop Road, Newton Street @ Princeton Road, and Lagrange Street @ Princeton Road.
7. Oversaw the construction of bicycle improvements on Centre Street and Beacon Street westbound between Marion Street and Westbourne Terrace.
8. Oversaw the construction of a traffic signal on Walnut Street @ Chestnut Street/Kennard Road.
9. Achieved Tier 3 status with the MADOT Complete Streets Program.
10. Developed a pilot E-Scooter Share License program in Brookline.
11. Installed additional bicycle racks and seasonal bike corrals.
12. Continued to oversee the replacement of POM coin only single space meters with IPS credit card acceptance parking meters.
13. Oversaw the installation of replacement IPS multi-space meters in the public parking lots.
14. Worked with the School Department, Police Department, and Health Department to create a Town-wide Safe Routes to School Task Force with parent representatives from the 8 primary schools.
15. Worked with the Commission for the Disabled and the Town's ADA Coordinator to improve handicap parking in our public lots.
16. Oversaw the completion of the Parking & Transportation Demand Management study for Town and School Employees.
17. Completed the reconstruction of Wallis Rd., Zanthus Rd., Walnut Hill Rd., Shaw Rd., Babcock St., and Winchester St.
18. Repaired bike/pedestrian path adjacent to Brookline Ave. from River Rd. to Parkway Rd. to be in compliance with ADA regulations.
19. Completed the closure of the rear landfill.
20. Surveyed the practice putting area and 18th green/fairway at Putterham Meadows Golf Course for modifications.
21. Submitted 100% plans, specifications, and estimate to MADOT for the reconstruction of the Carlton Street Footbridge.
22. Completed and submitted the final plans, specification and estimate for the Gateway East roadway reconstruction project.
23. Completed the design for the reconstruction of Pearl St.
24. Completed repairs to the sanitary sewer: Sewer Rehabilitation PW/18-22, Manhole Rehabilitation PW/19-10 and Point Repairs PW/19-18.

FY2019 ACCOMPLISHMENTS (Con't.)

Highway and Sanitation

25. Streamlined the Single Stream Recycling Program by removing contaminants and recycling from the waste stream with educational outreach.
26. Work with School Department on Hazardous Materials disposal and composting.
27. Continued the concrete sidewalk replacement program with Highway Division staff
28. To adhere to the vehicle replacement policy adopted by the Select board following the Green Community guidelines.
29. Continued the Motor Vehicle Technical Training Program through APWA and OME
30. Seminars for the Fleet Maintenance staff.
31. Continued the Parking Meter Upgrade and Replacement Program in Coolidge Corner, Washington Square and Brookline Village using Digital IPS meters.
32. Completed the conversion of Multi-Space parking meters to Digital Multi- Space IPS meters in Town-owned parking lots.

Parks and Open Space

33. Completed the design review process for the renovation of Brookline Reservoir Park, Structural Dam Compliance and Low Level Outlet repair and construction bid documents.
34. Completed the design review process for the renovation of Harry Downes Playground and Athletic Fields and construction bid documents.
35. Completed renovation of the Emerald Necklace Bicycle and Pedestrian Pathway on Brookline Avenue.
36. Completed design and construction bid documents for the renovation of the Tempietto, bridges, drainage structures and meadow at Larz Anderson Park.
37. Commence design and construction bid documents for reconstruction and safety improvements of the roadway, drainage and parking at Larz Anderson Park.
38. Commence the Design Review Process for the Renovation of Cypress Playground.
39. Commence the Parks, Open Space and Recreation Strategic Plan Update.
40. Continued the Brookline in Bloom Bulb Planting Program with over 40,000 bulbs planted in town parks, schools grounds, town grounds and commercial areas.
41. Continued implementation of the Emerald Necklace Tree Inventory and Management Plan with the Emerald Necklace Conservancy/Olmsted Tree Society.
42. Supported oversight associated with the Coolidge Corner School Renovation Project with technical landscape design and arborist services.
43. Hosted one of five FOG x FLO art installations by world renowned artist Fujiko Nakaya as part of the Emerald Necklace Conservancy's 20th Anniversary Celebration.
44. Completion of the Police Department Tribute Garden & Seating Area.
45. Completed replacement of the header and supports for the Larz Anderson Ice Skating Rink.
46. Purchased Zero Emission Backpack blower with rechargeable battery for each crew.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2017	ESTIMATE FY2018	ACTUAL FY2018	ESTIMATE FY2019	ESTIMATE FY2020
ENGINEERING/ TRANSPORTATION					
% of Roadway Rehab	1.2%	4.0%	2.0%	4.0%	5.0%
Average Pavement Condition Index (PCI) For all Streets and Road Segments	67	72	67	67	67
Overnight Parking Spaces (average utilization)	154	130	150	130	130
Street Permits	1,478	875	878	1100	900
Public Utility Construction Reviews	7	5	8	7	7
Traffic Counts	48	35	32	35	30
Reduction of Motor Vehicle Speed Post-Traffic Calming Measures	>6MPH	>5MPH	>5MPH	>5MPH	>5MPH
CATV Plan Review	0	0	6	0	5
Taxi Cab Licenses	36	30	26	20	20
Inspections of Town Licensed Taxi Cabs	23	60	31	20	20
Contracts Administered	27	25	26	30	27
Plot Plan Approvals/ Inspections	46	35	31	40	35
Parking Permits					
Commercial	759	734	715	734	734
Residential	2,910	2,600	3,066	2,600	2,600
Temporary	8,456	8,000	8,123	8,000	8,000
Moving/Construction Signs	8,900	8,000	10,000	8,000	8,000
Parking/Traffic Inquiries	5,000	5,000	5,000	5,000	5,000

PERFORMANCE / WORKLOAD INDICATORS (Con't.)

	ACTUAL FY2017	ESTIMATE FY2018	ACTUAL FY2018	ESTIMATE FY2019	ESTIMATE FY2020
HIGHWAY					
Snow Accumulation	43.9"	43"	75.4"	43"	43"
Snow Removal By-Law Enforcement					
Warnings Issued	0	50	0	0	0
Citations Issued	62	50	48	75	75
Concrete Sidewalks Placed (cu. yds.)	734	1,000	845	1100	1200
Asphalt Installed (tons)	881	800	1,190	1000	1000
Recycled Roadway Products (tons)	1,615	1,900	2,200	1,800	2,000
Sign Installations	648	600	582	600	320
Traffic Signal Repair Calls	94	100	78	85	85
Fire Alarm Service Calls	28	25	17	25	25
Parking Meter Repairs	1,736	1,200	1,151	900	900
Service Calls	6,214	6,000	8,560	9,500	10,000
Pavement Markings					
Crosswalks	560	550	545	560	570
Lines	712,275	850,000	757,241	800,000	825,000
Street Light Outages	394	400	180	200	150
% of CDL Drivers Drug/ Alcohol tested	75%	75%	78%	75%	75%
Statutory Inspections of Town-owned Vehicles	392	390	393	390	390
Scheduled Preventative Maintenance Work Orders (Vehicles)	879	900	876	900	876
Automotive Technician Training Session Hours	210	200	230	200	200
Street Cleaning (tons)	963	1,200	1,133	1,200	1,200

PERFORMANCE / WORKLOAD INDICATORS (Con't.)

	ACTUAL FY2017	ESTIMATE FY2018	ACTUAL FY2018	ESTIMATE FY2019	ESTIMATE FY2020
PARKS AND OPEN SPACE					
Wetlands Permits and Certificates Issued	11	4	13	4	5
Turf Grass Restoration Program in Acres	106	110	105	110	110
Graffiti Removed (# sites)	7	15	6	15	10
Landscape Improvements to School Grounds incl. Aeration, Overseeding (acres)	24	25	35	25	25
Vandalism Repairs	4	5	1	5	5
Maintenance Requests Closed within 3 days	85%	85%	80%	85%	85%
Public Shade Trees					
Removed	186	180	197	180	180
Street Trees Planted	325	300	317	300	300
Park & Open Space Trees Planted	179	77	180	50	100
Dangerous Limbs and Hangers Removed	190	220	498	200	200
Pruning and Lifting Trees on Streets (# of streets)	8	10	9	10	9
Citizen Requests for Pruning of Town-owned Trees	487	500	375	450	375
Tree Lawns Loamed & Seeded	5	5	4	2	4
Cemetery:					
Burials	75	70	62	70	70
Headstones Set	28	25	31	25	30
Plots sold	37	50	37	35	40

PERFORMANCE / WORKLOAD INDICATORS (Con't.)

	ACTUAL FY2017	ESTIMATE FY2018	ACTUAL FY2018	ESTIMATE FY2019	ESTIMATE FY2020
SANITATION					
Solid Waste (tons)	878	8,900	8,314	8,650	8,000
Collection/Disposal Cost per ton	$266	$260	$260	$260	$260
Recycling (tons)					
Commingled/Paper	5,487	4,600	5,057	4,600	5,100
Cost per ton	$215	$215	$259	$259	$259
Metal	90	90	116	100	116
Composting (tons)	4,351	4,300	5,813	5,000	5,100
% of Solid Waste Diverted Due to Recyc./Compost	39.0%	41%	26.0%	26.0%	26.0%
Commercial Refuse Establishments	62	65	65	65	70

TOWN OF BROOKLINE FY2020 PROGRAM BUDGET	PROGRAM GROUP: Public Works PROGRAM: Public Works

SUMMARY OF SUBPROGRAMS					
	ACTUAL	BUDGET	REQUEST	FY20 vs. FY19	
SUBPROGRAMS	FY2018	FY2019	FY2020	$ CHANGE	% CHANGE
Administration	885,065	918,667	935,457	16,790	1.8%
Engineering/Transportation	1,179,727	1,309,832	1,360,161	50,329	3.8%
Highway	7,237,259	5,961,014	5,777,343	(183,671)	-3.1%
Sanitation	3,267,293	3,260,840	3,543,591	282,751	8.7%
Parks and Open Space	3,766,756	4,083,137	4,031,545	(51,592)	-1.3%
TOTAL	16,336,101	15,533,488	15,648,096	114,608	0.7%

Administration

SUBPROGRAM COSTS					
CLASS OF	ACTUAL	BUDGET	REQUEST	FY20 vs. FY19	
EXPENDITURE	FY2018	FY2019	FY2020	$ CHANGE	% CHANGE
Personnel	805,456	791,158	792,198	1,040	0.1%
Services	59,788	97,904	97,904	0	0.0%
Supplies	5,128	4,500	4,500	0	0.0%
Other	13,531	22,900	22,900	0	0.0%
Capital	1,162	2,205	17,955	15,750	714.3%
TOTAL	885,065	918,667	935,457	16,790	1.8%

Engineering/Transportation

SUBPROGRAM COSTS					
CLASS OF	ACTUAL	BUDGET	REQUEST	FY20 vs. FY19	
EXPENDITURE	FY2018	FY2019	FY2020	$ CHANGE	% CHANGE
Personnel	984,487	1,026,479	1,041,487	15,008	1.5%
Services	167,864	249,668	262,844	13,176	5.3%
Supplies	11,005	18,330	18,330	0	0.0%
Other	11,719	10,000	10,000	0	0.0%
Capital	4,652	5,355	27,500	22,145	413.5%
TOTAL	1,179,727	1,309,832	1,360,161	50,329	3.8%

Highway

SUBPROGRAM COSTS					
CLASS OF	ACTUAL	BUDGET	REQUEST	FY20 vs. FY19	
EXPENDITURE	FY2018	FY2019	FY2020	$ CHANGE	% CHANGE
Personnel	3,664,107	3,326,665	3,339,892	13,227	0.4%
Services	1,004,308	501,685	501,685	0	0.0%
Supplies	1,307,824	679,322	679,322	0	0.0%
Other	11,821	9,000	9,000	0	0.0%
Utilities	690,601	708,177	715,688	7,511	1.1%
Capital	558,598	736,165	531,756	(204,409)	-27.8%
TOTAL	7,237,259	5,961,014	5,777,343	(183,671)	-3.1%

Sanitation

SUBPROGRAM COSTS					
CLASS OF	ACTUAL	BUDGET	REQUEST	FY20 vs. FY19	
EXPENDITURE	FY2018	FY2019	FY2020	$ CHANGE	% CHANGE
Personnel	895,272	855,803	855,532	(271)	0.0%
Services	2,075,382	2,022,980	2,472,856	449,876	22.2%
Supplies	59,409	63,640	63,640	0	0.0%
Other	0	0	0	0	0.0%
Utilities	13,044	14,768	14,768	0	0.0%
Capital	224,186	303,649	136,795	(166,854)	-54.9%
TOTAL	3,267,293	3,260,840	3,543,591	282,751	8.7%

Parks and Open Space

SUBPROGRAM COSTS					
CLASS OF	ACTUAL	BUDGET	REQUEST	FY20 vs. FY19	
EXPENDITURE	FY2018	FY2019	FY2020	$ CHANGE	% CHANGE
Personnel	2,274,115	2,359,105	2,385,117	26,012	1.1%
Services	720,250	709,772	717,773	8,001	1.1%
Supplies	214,701	204,958	204,958	0	0.0%
Intergovernmental	0	20,000	20,000	0	0.0%
Other	10,984	11,600	11,600	0	0.0%
Utilities	270,271	379,055	344,603	(34,452)	-9.1%
Capital	276,435	398,647	347,494	(51,153)	-12.8%
TOTAL	3,766,756	4,083,137	4,031,545	(51,592)	-1.3%

TOWN OF BROOKLINE FY2020 PROGRAM BUDGET	PROGRAM GROUP: Public Works PROGRAM: Public Works

ENGINEERING/TRANSPORTATION

SUMMARY OF ELEMENTS

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Engineering	683,604	779,951	814,249	34,298	4.4%
Transportation	496,123	529,881	545,912	16,031	3.0%
TOTAL	1,179,727	1,309,832	1,360,161	50,329	3.8%

Engineering

ELEMENT COST

CLASS OF EXPENDITURE	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Personnel	641,296	721,782	735,175	13,393	1.9%
Services	21,229	31,744	56,744	25,000	78.8%
Supplies	5,311	12,330	12,330	0	0.0%
Other	11,719	10,000	10,000	0	0.0%
Capital	4,049	4,095	0	(4,095)	-100.0%
TOTAL	683,604	779,951	814,249	34,298	4.4%

Transportation

ELEMENT COST

CLASS OF EXPENDITURE	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Personnel	343,191	304,697	306,312	1,615	0.5%
Services	146,635	217,924	206,100	(11,824)	-5.4%
Supplies	5,694	6,000	6,000	0	0.0%
Other	0	0	0	0	0.0%
Capital	602	1,260	27,500	26,240	2082.5%
TOTAL	496,123	529,881	545,912	16,031	3.0%

TOWN OF BROOKLINE FY2020 PROGRAM BUDGET	PROGRAM GROUP: Public Works PROGRAM: Public Works

HIGHWAY

SUMMARY OF ELEMENTS

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Road Maintenance	1,191,711	1,501,591	1,437,125	(64,466)	-4.3%
Cleaning	726,053	841,793	867,000	25,206	3.0%
Snow Removal	2,292,518	733,945	582,755	(151,190)	-20.6%
Traffic	1,334,071	1,203,459	1,209,878	6,419	0.5%
M.E. Maintenance	1,692,905	1,680,225	1,680,585	359	0.0%
TOTAL	7,237,259	5,961,014	5,777,343	(183,671)	-3.1%

Snow Removal

ELEMENT COST

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Personnel	670,280	102,816	102,784	(32)	0.0%
Services	615,504	134,186	134,186	0	0.0%
Supplies	784,326	163,268	163,268	0	0.0%
Other	6,457	2,000	2,000	0	0.0%
Utilities	0	0	0	0	0.0%
Capital	215,951	331,675	180,517	(151,158)	0.0%
TOTAL	2,292,518	733,945	582,755	(151,190)	-20.6%

Road Maintenance

ELEMENT COST

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Personnel	891,922	1,146,572	1,158,964	12,392	1.1%
Services	5,292	6,204	6,204	0	0.0%
Supplies	96,638	107,935	107,935	0	0.0%
Other	3,189	4,000	4,000	0	0.0%
Capital	194,671	236,880	160,022	(76,858)	-32.4%
TOTAL	1,191,711	1,501,591	1,437,125	(64,466)	-4.3%

Traffic

ELEMENT COST

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Personnel	649,611	580,765	581,048	283	0.0%
Services	146,285	169,449	169,449	0	0.0%
Supplies	112,096	96,665	96,665	0	0.0%
Other	0	0	0	0	0.0%
Utilities	354,489	355,636	362,717	7,081	2.0%
Capital	71,591	945	0	(945)	-100.0%
TOTAL	1,334,071	1,203,459	1,209,878	6,419	0.5%

Cleaning

ELEMENT COST

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Personnel	651,297	667,768	668,107	339	0.1%
Services	471	776	776	0	0.0%
Supplies	7,505	6,900	6,900	0	0.0%
Other	0	0	0	0	0.0%
Capital	66,779	166,350	191,217	24,867	14.9%
TOTAL	726,053	841,793	867,000	25,206	3.0%

M.E. Maintenance

ELEMENT COST

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Personnel	800,996	828,744	828,988	244	0.0%
Services	236,756	191,072	191,072	0	0.0%
Supplies	307,259	304,554	304,554	0	0.0%
Other	2,175	3,000	3,000	0	0.0%
Utilities	336,113	352,541	352,971	430	0.1%
Capital	9,606	315	0	(315)	-100.0%
TOTAL	1,692,905	1,680,225	1,680,585	359	0.0%

PARKS AND OPEN SPACE

SUMMARY OF ELEMENTS

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Conservation	121,327	151,399	151,280	(119)	-0.1%
Public Grounds	2,148,534	2,247,496	2,266,959	19,463	0.9%
School Grounds	795,571	943,360	944,440	1,080	0.1%
Forestry	411,981	436,909	396,901	(40,008)	-9.2%
Cemetery	289,344	303,973	271,965	(32,008)	-10.5%
TOTAL	3,766,756	4,083,137	4,031,545	(51,592)	-1.3%

School Grounds

ELEMENT COST

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Personnel	632,309	668,230	669,990	1,760	0.3%
Services	105,470	108,176	108,176	0	0.0%
Supplies	43,121	43,698	43,698	0	0.0%
Other	0	0	0	0	0.0%
Utilities	14,068	21,317	21,317	0	0.0%
Capital	602	101,939	101,259	(680)	-0.7%
TOTAL	795,571	943,360	944,440	1,080	0.1%

Conservation

ELEMENT COST

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Personnel	110,018	120,054	120,880	826	0.7%
Services	5,852	6,800	6,800	0	0.0%
Supplies	1,791	1,500	1,500	0	0.0%
Other	1,946	2,100	2,100	0	0.0%
Intergovernmental	0	20,000	20,000	0	0.0%
Capital	1,720	945	0	(945)	-100.0%
TOTAL	121,327	151,399	151,280	-119	-0.1%

Forestry

ELEMENT COST

CLASS OF EXPENDITURE	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Personnel	229,670	259,979	260,286	307	0.1%
Services	128,565	130,015	130,015	0	0.0%
Supplies	7,374	6,600	6,600	0	0.0%
Other	35	0	0	0	0.0%
Capital	46,337	40,315	0	(40,315)	-100.0%
TOTAL	411,981	436,909	396,901	(40,008)	-9.2%

Public Grounds

ELEMENT COST

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Personnel	1,096,270	1,095,089	1,117,901	22,812	2.1%
Services	467,051	450,745	458,746	8,001	1.8%
Supplies	158,736	149,780	149,780	0	0.0%
Other	8,578	9,000	9,000	0	0.0%
Utilities	253,125	354,549	320,097	(34,452)	-9.7%
Capital	164,774	188,333	211,435	23,102	12.3%
TOTAL	2,148,534	2,247,496	2,266,959	19,463	0.9%

Cemetery

ELEMENT COST

CLASS OF EXPENDITURE	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Personnel	205,848	215,753	216,060	307	0.1%
Services	13,312	14,036	14,036	0	0.0%
Supplies	3,678	3,380	3,380	0	0.0%
Other	425	500	500	0	0.0%
Utilities	3,078	3,189	3,189	0	0.0%
Capital	63,002	67,115	34,800	(32,315)	-48.1%
TOTAL	289,344	303,973	271,965	(32,008)	-10.5%

TOWN OF BROOKLINE FY2020 PROGRAM BUDGET	PROGRAM GROUP: Public Works PROGRAM: Administration

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2017	NUMBER OF POSITIONS FUNDED FY2018	FY2019 SALARY RANGE LOW	FY2019 SALARY RANGE HIGH	FY2019 BUDGET NO.	FY2019 BUDGET AMOUNT	FY2020 RECOMMENDATION NO.	FY2020 RECOMMENDATION AMOUNT
	ADMINISTRATION									
510101	Permanent Full Time Salaries									
	Commissioner	D-9	1.00	1.00	140,115	165,048	1.00	165,048	1.00	165,048
	Director of Engineering/Transportation	D-6	1.00	1.00	112,267	132,245	1.00	132,245	1.00	132,245
	Director Highway/Sanitation	D-5	1.00	1.00	103,951	122,449	1.00	122,449	1.00	122,449
	Director of Parks and Open Space	D-5	1.00	1.00	103,951	122,449	1.00	122,449	1.00	122,449
	Administrative Manager	T-8	1.00	1.00	75,855	85,827	1.00	85,827	1.00	85,827
	Accounting/Systems Assistant	C-10	1.00	1.00	58,180	60,658	1.00	60,658	1.00	60,658
	Senior Office Assistant	C-5	2.00	2.00	46,510	48,640	2.00	94,432	2.00	95,472
	Subtotal		8.00	8.00			8.00	783,108	8.00	784,148
	Other									
513044	Longevity Pay							6,400		6,400
514501	Extra Comp. (In Lieu of Boots)							1,650		1,650
	Subtotal							8,050		8,050
	Total		8.00	8.00			8.00	791,158	8.00	792,198

TOWN OF BROOKLINE FY2020 PROGRAM BUDGET	PROGRAM GROUP: Public Works PROGRAM: Engineering/Transportation

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2017	NUMBER OF POSITIONS FUNDED FY2018	FY2019 SALARY RANGE LOW	FY2019 SALARY RANGE HIGH	FY2019 BUDGET NO.	FY2019 BUDGET AMOUNT	FY2020 RECOMMENDATION NO.	FY2020 RECOMMENDATION AMOUNT
	ENGINEERING/TRANSPORTATION									
510101	Permanent Full Time Salaries									
	Transportation Administrator	T-12	1.00	1.00	90,447	102,336	1.00	102,336	1.00	102,336
	Civil Engineer V	EN-5	2.00	2.00	88,596	100,186	2.00	200,372	2.00	200,382
	Project Coordinator	EN-5	1.00	1.00	88,596	100,186	1.00	100,186	1.00	100,186
	Environmental Engineer	EN-5	1.00	1.00	88,596	100,186	1.00	100,186	1.00	100,186
	Transportation Engineer	EN-4	1.00	1.00	81,666	92,349	1.00	90,734	1.00	92,349
	Civil Engineer IV	EN-4	3.00	3.00	81,666	92,349	3.00	253,933	3.00	267,773
	Civil Engineer III	EN-3	2.00	2.00	71,074	80,447	2.00	143,440	2.00	146,020
	Permit Inspector	EN-3	1.00	1.00	71,074	80,447	1.00	80,447	1.00	80,447
	Administrative Assistant	C-8	2.00	2.00	51,502	53,682	2.00	105,889	2.00	105,889
	Subtotal		14.00	14.00			14.00	1,177,523	14.00	1,195,568
	Less Charge Off 1 Civil Engineer IV to Wastewater Projects (CIP Funds)							(89,147)		(90,734)
	Less Charge Off Permit Inspector to Street Construction Projects (CIP Funds)							(80,447)		(80,447)
	Net Total		14.00	14.00			14.00	1,007,929	14.00	1,024,387
	Other									
510300	Overtime							7,775		7,775
513044	Longevity Pay							8,425		6,975
514501	Extra Comp. (In Lieu of Boots)							2,350		2,350
	Subtotal							18,550		17,100
	Total		14.00	14.00			14.00	1,026,479	14.00	1,041,487

TOWN OF BROOKLINE FY2020 PROGRAM BUDGET	PROGRAM GROUP: Public Works PROGRAM: Highway

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2017	NUMBER OF POSITIONS FUNDED FY2018	FY2019 SALARY RANGE LOW	FY2019 SALARY RANGE HIGH	FY2019 BUDGET NO.	FY2019 BUDGET AMOUNT	FY2020 RECOMMENDATION NO.	FY2020 RECOMMENDATION AMOUNT
	HIGHWAY									
510101	Permanent Full Time Salaries									
	Fleet Supervisor	T-9	1.00	1.00	78,890	89,260	1.00	89,260	1.00	89,260
	Operations Manager	T-9	1.00	1.00	78,890	89,260	1.00	89,260	1.00	89,260
	General Foreman	GN-13	1.00	1.00	77,348	81,240	1.00	79,921	1.00	81,240
	Traffic and Fire Alarm System Supervisor	GN-13	1.00	1.00	78,518	82,469	1.00	82,469	1.00	82,469
	Motor Equipment Repair Foreman	GN-11	1.00	1.00	73,123	76,803	1.00	76,803	1.00	76,803
	Superintendent of Fire Alarm	GN-11	1.00	1.00	71,689	79,008	1.00	79,008	1.00	79,008
	Construction Supervisor	GN-9	1.00	1.00	63,739	66,947	1.00	66,947	1.00	66,947
	Signal Maintainer	GN-8	1.00	1.00	61,288	64,371	1.00	64,371	1.00	64,371
	Traffic System Technician	LN-7	1.00	1.00		62,032	1.00	62,032	1.00	62,032
	Administrative Assistant	C-8	1.00	1.00	54,935	57,261	1.00	57,261	1.00	57,261
	Working Foreman Motor Equipment Repair	LN-7	2.00	2.00		62,032	2.00	124,064	2.00	124,064
	Welder/Metal Fabricator	LN-7	1.00	1.00		62,032	1.00	62,032	1.00	62,032
	Supervisor of Construction Trades	LN-7	1.00	1.00		62,032	1.00	62,032	1.00	62,032
	Working Foreman Highway	LN-6	5.00	5.00		59,885	5.00	299,424	6.00	359,309
	Motor Equipment Repairperson	LN-6	5.00	5.00		59,885	5.00	299,424	5.00	299,424
	Storekeeper	LN-6	1.00	1.00		59,885	1.00	59,885	1.00	59,885
	MEO III	LN-5	4.00	4.00		58,699	4.00	234,796	4.00	234,796
	Mason	LN-3	1.00	1.00		52,738	1.00	52,738	1.00	52,738
	Highway Maintenance Craftsperson	LN-3	2.00	2.00		52,738	2.00	105,476	2.00	105,476
	Carpenter Laborer Craftsperson	LN-3	1.00	1.00		52,738	1.00	52,738	1.00	52,738
	MEO II	LN-3	13.00	13.00		52,738	13.00	685,596	13.00	685,596
	Painter and Laborer	LN-2	2.00	2.00		50,450	2.00	100,901	2.00	100,901
	MEO I	LN-2	2.00	2.00		50,450	2.00	100,901	2.00	100,901
	Laborer	LN-1	2.00	2.00		47,823	1.00	47,823	0.00	0
	Subtotal		52.00	52.00			51.00	3,035,162	51.00	3,048,541
	Other									
510140	Shift Differential							34,589		34,716
510143	Working-Out-of-Classification Pay							14,241		13,962
	Overtime Total							185,473		185,473
510300	Snow							96,259		96,259
510343	Emergency							21,632		21,632
510344	Scheduled							41,046		41,046
510345	Special Events							7,879		7,879
510346	Taxi Cab Inspections							18,657		18,657
513044	Longevity Pay							26,650		26,650
514501	Extra Comp. (In Lieu of Boots)							550		550
515501	Uniform/Clothing Allowance							28,000		28,000
515505	Tool Allowance							2,000		2,000
	Subtotal							291,503		291,350
	Total		52.00	52.00			51.00	3,326,665	51.00	3,339,892

TOWN OF BROOKLINE FY2020 PROGRAM BUDGET	PROGRAM GROUP: Public Works PROGRAM: Sanitation

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2017	NUMBER OF POSITIONS FUNDED FY2018	FY2019 SALARY RANGE LOW	FY2019 SALARY RANGE HIGH	FY2019 BUDGET NO.	FY2019 BUDGET AMOUNT	FY2020 RECOMMENDATION NO.	FY2020 RECOMMENDATION AMOUNT
	SANITATION									
510101	Permanent Full Time Salaries									
	Environmental Health Supervisor	T-8	1.00	1.00	75,855	85,827	1.00	85,827	1.00	85,827
	Sanitation Foreman	GN-9	1.00	1.00	63,739	66,947	1.00	66,947	1.00	64,791
	Environmental Health Specialist	GN-8	1.00	1.00	61,288	64,371	1.00	61,288	1.00	62,299
	Assistant Recylcing Coordinator	GN-6	0.00	0.00	52,206	54,833	1.00	53,068	1.00	53,942
	Sanitation Truck Supervisor	LN-5	4.00	4.00		58,699	4.00	234,796	4.00	234,796
	MEO II	LN-3	4.00	4.00		52,738	4.00	210,953	4.00	210,953
	Transfer Station Scale Operator	LN-3	1.00	1.00		52,738	1.00	52,738	1.00	52,738
	Subtotal		12.00	12.00			13.00	765,615	13.00	765,345
510901	Temporary Part Time Salaries									
	Laborer (18 weeks)		2.07	2.07		$13.19 / hr.	2.07	59,021	2.07	59,021
	Subtotal		2.07	2.07			2.07	59,021	2.07	59,021
	Other									
510143	Working-Out-of-Classification Pay							6,773		6,773
510300	Overtime							8,693		8,693
513044	Longevity Pay							8,350		8,350
514501	Extra Comp. (In Lieu of Boots)							550		550
515501	Uniform/Clothing Allowance							6,800		6,800
	Subtotal							31,165		31,165
	Total		14.07	14.07			15.07	855,803	15.07	855,532

TOWN OF BROOKLINE FY2020 PROGRAM BUDGET	PROGRAM GROUP: Public Works PROGRAM: Parks and Open Space

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2017	NUMBER OF POSITIONS FUNDED FY2018	FY2019 SALARY RANGE LOW	FY2019 SALARY RANGE HIGH	FY2019 BUDGET NO.	FY2019 BUDGET AMOUNT	FY2020 RECOMMENDATION NO.	FY2020 RECOMMENDATION AMOUNT
	PARKS AND OPEN SPACE									
510101	Permanent Full Time Salaries									
	Operations Manager	T-9	1.00	1.00	78,890	89,260	1.00	86,165	1.00	87,699
	Conservation Administrator	T-9	1.00	1.00	78,890	89,260	1.00	89,260	1.00	89,260
	Landscape Planner/Architect	T-9	1.00	1.00	78,890	89,260	1.00	89,260	1.00	89,260
	General Foreman	GN-13	1.00	1.00	77,348	81,240	1.00	78,624	1.00	79,921
	Senior Landscape Architect	T-12	1.00	1.00	90,447	102,336	1.00	90,447	1.00	92,057
	Horticulture Supervisor	GN-9	0.00	0.00	63,739	66,947	1.00	63,739	1.00	64,791
	Cemetery Supervisor	GN-9	1.00	1.00	63,739	66,947	1.00	66,947	1.00	66,947
	Forestry Supervisor	GN-9	1.00	1.00	63,739	66,947	1.00	66,947	1.00	66,947
	Administrative Assistant	C-8	1.00	1.00	54,935	57,261	1.00	57,261	1.00	57,261
	Conservation Assistant	C-8	1.00	1.00	51,502	53,682	1.00	52,207	1.00	52,727
	Athletic Fields Supervisor	GN-9	1.00	1.00	63,739	66,947	1.00	66,947	1.00	66,947
	Park Ranger	GN-8	1.00	1.00	61,288	64,371	1.00	64,371	1.00	64,371
	Zone Manager	LN-6	5.00	5.00		59,885	4.00	239,540	4.00	239,540
	Forestry Zone Manager	LN-6	1.00	1.00		59,885	1.00	59,885	1.00	59,885
	MEO III	LN-5	2.00	2.00		58,699	2.00	117,398	2.00	117,398
	Park Maintenance Craftsman	LN-3	6.00	6.00		52,738	6.00	316,429	6.00	316,429
	Gardener Laborer	LN-2	11.00	11.00		47,823	11.00	526,053	11.00	526,053
	Subtotal		36.00	36.00			36.00	2,131,479	36.00	2,137,491
	Park Project Charge Off 66% of Landscape Architect (CIP Funds)							(58,911)		(58,911)
	Recreation Revolving Fund Charge Off for Gardener Laborer (Skating Rink)							(47,823)		(47,823)
	Subtotal							2,024,744		2,030,756
510901	Temporary Part Time Salaries									
	Laborer (25 weeks)		4.79	4.79		$14.26 / hr.	4.79	139,299	4.79	159,299
	Park Ranger		1.22	1.22	$14.00 / hr.	$15.00 / hr.	1.22	68,936	1.22	68,936
	Student Intern		0.30	0.30			0.30	500	0.30	500
	Subtotal		6.31	6.31			6.31	208,735	6.31	228,735
	Other									
510140	Shift Differential							1,747		1,747
510143	Working-Out-of-Classification Pay							4,136		4,136
	Overtime Total							84,593		84,593
510300	Regular							77,078		77,078
510345	Special Events							7,515		7,515
513044	Longevity Pay							13,350		13,350
514501	Extra Comp. (In Lieu of Boots, Arborist Stipend)							9,800		9,800
515501	Uniform/Clothing Allowance							12,000		12,000
	Subtotal							125,626		125,626
	Total		42.31	42.31			42.31	2,359,105	42.31	2,385,117

PROGRAM DESCRIPTION

The Water and Sewer Division is responsible for operating and maintaining the municipal water distribution system, the sanitary sewer system, and the stormwater collection system in accordance with industry standards and all applicable federal, state, and local regulations, including those promulgated by the Massachusetts Water Resources Authority (MWRA). The goals of the Division are to provide adequate and reliable water for domestic use and fire protection and to safely collect and convey wastewater from homes, businesses, institutions, and roadways. The specific functions are outlined under the Water and Sewer Sub-programs below.

The finances are handled via an Enterprise Fund, which was established by Town Meeting in 2001 when the provisions of Chapter 44, Section 53F$^{1/2}$ were accepted. Prior to that vote, the Water and Sewer operations were accounted for in the General Fund. Treating the Water and Sewer operation as an enterprise fund allows for the use of the full accrual basis of accounting, a requirement of the Government Accounting Standards Board's (GASB) statement #34. The Enterprise Fund fully reimburses the General Fund for expenses incurred on behalf of the water and sewer operation, including fringe benefits.

The **Water Sub-program** is responsible for maintaining and operating the municipal water distribution system in accordance with industry standards promulgated by the American Water Works Association and all applicable state and federal regulations. The goals of the Division are to provide adequate and reliable water for domestic use and fire protection while promoting the health, safety, and welfare of the community. The specific functions of the Sub-program are:

1. Maintenance and repair of 135 miles of water mains, 10,770 service connections, 1,500 hydrants, and 2,000 valves;
2. Maintenance of 10,380 water meters;
3. Investigation of customer complaints for high bills, poor pressure, and leaks;
4. Maintenance of public water supply services, reservoirs, and grounds;
5. Snow removal from fire hydrants;
6. Processing of water and sewer utility invoices;
7. Inspection of public and private plumbing systems in compliance with state regulations for cross-connection control; and,
8. Administration of programs to promote water conservation.

The **Sewer Sub-program** is responsible for maintaining and operating the municipal sewer and surface water drain systems in accordance with all applicable state, federal, and MWRA regulations for the collection and discharge of wastewater. The specific functions of the Sub-program are:

1. Operate, maintain, and repair 111 miles of sewer mains and 117 miles of surface water drains;
2. Clean, maintain, and repair 3,296 catch basins and 1,675 manhole structures;
3. Remove snow from catch basins to provide for roadway drainage during storms;
4. Investigate customer complaints for sewer backups and drainage problems;
5. Perform investigations and analyses to determine system capacity and structural deficiencies.

PROGRAM COSTS - WATER AND SEWER ENTERPRISE FUND

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Permanent Full Time Salaries	2,152,911	2,446,236	2,449,176	2,941	0.1%
Temporary/Seasonal	9,872	15,000	15,000	0	0.0%
Overtime	138,462	151,527	151,250	(277)	-0.2%
Other	130,494	108,417	161,079	52,662	48.6%
Subtotal	2,431,739	2,721,180	2,776,505	55,325	2.0%
Services	302,456	353,798	353,798	0	0.0%
Supplies	150,007	123,020	123,020	0	0.0%
Other	24,603	10,580	10,580	0	0.0%
Utilities	100,129	101,865	102,061	196	0.2%
Capital	860,199	1,060,800	630,330	(430,470)	-40.6%
Intergovernmental (MWRA)	19,802,634	19,936,229	20,653,997	717,768	3.6%
Intragovernmental Reimbursement	2,233,725	2,314,117	2,318,020	3,903	0.2%
Debt Service	1,999,015	1,633,460	1,313,347	(320,113)	-19.6%
Reserve	0	299,260	282,817	(16,443)	-5.5%
TOTAL	27,904,507	28,554,309	28,564,475	10,166	0.0%
BENEFITS			1,510,193		
REVENUE	27,076,701	28,554,309	28,564,475	10,166	0.0%

BUDGET STATEMENT

The FY20 budget increases $10,166 (0.0%). Personnel increases $55,325 (2.0%), due to an increase in Steps ($2,941) and the Collective Bargaining Reserve ($52,662). The increase is partially offset by a decrease to Overtime ($277).

Utilities increase $196 (0.2%), due to an increase to Electricity.

Capital decreases $430,470 (40.6%), due to a decrease to Maintenance Equipment ($40,000), the removal of Netherlands Road Improvements ($150,000), and the Water Meter MTU Replacement ($265,000), which was funded with retained earnings in FY19. The decrease is partially offset by an increase to Trucks ($11,000), Leased Equipment ($230), and Lease/Purchase Agreement ($13,300).

Intergovernmental increases $717,768 (3.6%), due to an increase for the MWRA Assessment. It should be noted that these numbers are estimates and final figures will be known in the spring. Intragovernmental Overhead Reimbursement increases $3,903 (0.2%), Debt Service decreases $320,113 (19.6%) and the Reserve decreases $16,443 (5.5%).

FY2020 OBJECTIVES

1. To continue CCTV pipeline inspection of the sewer and drain systems by identifying and recording areas for further rehabilitation and locating problem areas for immediate repair.
2. To perform water main and service pipe leak detection program with Water and Sewer Division personnel for better efficiency and cost reduction, while working toward the reduction of unaccounted-for-water in the distribution system and the reduction of average daily water use.
3. To continue to increase the number of catch basins cleaned to meet or exceed EPA regulations.
4. To continue improvements to the sanitary sewer distribution system to remove extraneous flows caused by inflow and infiltration.
5. To continue the annual uni-directional flushing program to protect water quality as mandated by the Department of Environmental Protection (DEP).
6. To continue investigation and planning for the U.S. EPA Region 1 Massachusetts Small MS4 General Permit covering storm water Phase II regulated discharges as mandated by EPA.
7. To continue the Fire Hydrant Replacement Program by replacing old hydrants with new compression type hydrants.
8. To implement a Water System Asset Management Program that will improve the department's efficiency in operating and maintaining the distribution system and provide valuable information for future capital improvement planning.

FY2019 ACCOMPLISHMENTS

1. Implementation of an on-line portal to allow customer access to account history, usage and billing information as well as customer notification capabilities for consumption anomalies.
2. Continuation of the water main and service pipe leak detection program in conjunction with MWRA
3. Continuation of the Fire Hydrant Replacement Program by replacing old hydrants with new compression type hydrants.
4. Continued the CCTV pipeline inspection of the sewer and drain systems by identifying and recording areas for further rehabilitation and locating problem areas for immediate repair.
5. Completed the eighth year of the annual uni-directional flushing program to protect water quality as mandated by the Department of Environmental Protection (DEP).
6. Completed Phase 1 of improvements to the sanitary sewer distribution system to remove extraneous flows caused by inflow and infiltration.
7. Continued working toward the reduction of unaccounted-for-water in the distribution system and the reduction of average daily water use to 65 gallons per capita per day (GPCPD) as mandated by DEP regulations.
8. Commenced investigation and planning for the U.S. EPA Region 1 Massachusetts Small MS4 General Permit covering storm water Phase II regulated discharges as mandated by EPA.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2017	ESTIMATE FY2018	ACTUAL FY2018	ESTIMATE FY2019	ESTIMATE FY2020
Performance:					
Water Demand - MGD	5.19	5.40	5.15	5.00	5.00
Avg. Daily Sanitary Flow - MGD	7.80	8.00	8.70	9.00	9.00
Unaccounted Water - %	9.1%	10.0%	8.5%	10.0%	10.0%
Catch Basin Cleaning:					
Number of Basins	2,405	2,340	1,907	2,400	2,400
% of Total Basins	92.5%	90.0%	73.3%	92.3%	92.3%
Total Sediments (tons)	700	650	704	650	700
Cross Connection Revenue	$117,460	$105,000	$134,000	$120,000	$130,000
Workload:					
Complaint Responses:					
Water	490	450	494	450	500
Sewer	210	200	180	200	200
Service Responses	1,100	750	1780	1,000	1700
Service Pipes Installed	189	200	193	200	200
Hydrants Repaired/ Replaced	74	50	49	50	50
Sewer Structures Repaired	115	120	95	120	100
Sewerage Blockages Repaired	30	30	29	30	30

TOWN OF BROOKLINE FY2020 PROGRAM BUDGET	PROGRAM GROUP: Public Works PROGRAM: Water and Sewer Enterprise Fund

SUBPROGRAM COSTS					
CLASS OF EXPENDITURE	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Water	12,182,909	12,660,715	12,574,905	(85,811)	-0.7%
Sewer	15,721,599	15,893,593	15,989,570	95,977	0.6%
TOTAL	27,904,507	28,554,309	28,564,475	10,166	0.0%

Water

SUBPROGRAM COSTS					
CLASS OF EXPENDITURE	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Personnel	2,073,978	2,290,101	2,335,396	45,295	2.0%
Services	144,103	190,598	190,598	0	0.0%
Supplies	142,421	102,020	102,020	0	0.0%
Other	8,200	8,900	8,900	0	0.0%
Utilities	100,129	101,865	102,061	196	0.2%
Capital	346,251	671,800	277,530	(394,270)	-58.7%
Intergovernmental (MWRA)	6,824,097	7,037,965	7,304,294	266,329	3.8%
Intragovernmental Reimbursement	2,075,045	1,840,322	1,839,652	(670)	0.0%
Debt Service	468,684	285,413	289,950	4,537	1.6%
Reserve	0	131,732	124,504	(7,228)	-5.5%
TOTAL	12,182,909	12,660,715	12,574,905	(85,811)	-0.7%

Sewer

SUBPROGRAM COSTS					
CLASS OF EXPENDITURE	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Personnel	357,762	431,079	441,109	10,030	2.3%
Services	158,353	163,200	163,200	0	0.0%
Supplies	7,587	21,000	21,000	0	0.0%
Other	16,402	1,680	1,680	0	0.0%
Capital	213,947	389,000	352,800	(36,200)	-9.3%
Intergovernmental (MWRA)	12,978,537	12,898,264	13,349,703	451,439	3.5%
Intragovernmental Reimbursement	458,680	473,795	478,368	4,573	1.0%
Debt Service	1,530,331	1,348,047	1,023,397	(324,650)	-24.1%
Reserve	0	167,528	158,313	(9,215)	-5.5%
TOTAL	15,721,599	15,893,593	15,989,570	95,977	0.6%

TOWN OF BROOKLINE FY2020 PROGRAM BUDGET	PROGRAM GROUP: Public Works PROGRAM: Water and Sewer Enterprise Fund

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2017	NUMBER OF POSITIONS FUNDED FY2018	FY2019 SALARY RANGE LOW	FY2019 SALARY RANGE HIGH	FY2019 BUDGET NO.	FY2019 BUDGET AMOUNT	FY2020 RECOMMENDATION NO.	FY2020 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Director of Water and Sewer	D-6	1.00	1.00	112,267	132,245	1.00	126,468	1.00	128,365
	Operations Manager - Water and Sewer	T-9	1.00	1.00	78,890	89,260	1.00	89,260	1.00	89,260
	Water Works Division Foreman	GN-13	1.00	1.00	77,348	81,240	1.00	81,240	1.00	81,240
	Business Manager	G-14	1.00	1.00		68,886	1.00	68,886	1.00	68,886
	Utilities Foreman	GN-9	1.00	1.00	63,739	66,947	1.00	66,947	1.00	66,947
	Water Service Inspector	GN-9	1.00	1.00	63,739	66,947	1.00	66,947	1.00	66,947
	Backflow Preventer Technician	GN-8	1.00	1.00	61,288	64,371	1.00	64,371	1.00	64,371
	Water Meter Foreman	GN-8	1.00	1.00	61,288	64,371	1.00	63,327	1.00	64,371
	Senior Clerk Typist	C-8	1.00	1.00	51,502	53,682	1.00	53,682	1.00	53,682
	Working Foreman Motor Eq. Repair	LN-7	1.00	1.00		62,032	1.00	62,032	1.00	62,032
	Working Foreman Utilities	LN-6	6.00	6.00		59,885	6.00	359,311	6.00	359,309
	Motor Equipment Repairperson	LN-6	1.00	1.00		59,885	1.00	59,885	1.00	59,885
	Storekeeper	LN-6	0.00	1.00		59,885	1.00	59,885	1.00	59,885
	MEO III	LN-5	3.00	3.00		58,699	3.00	176,097	3.00	176,097
	MEO II	LN-3	4.00	4.00		52,738	4.00	210,952	4.00	210,953
	Water Meter Serviceperson	LN-3	3.00	3.00		52,738	3.00	158,214	3.00	158,215
	Water Works Serviceperson	LN-3	4.00	3.00		52,738	3.00	158,214	3.00	158,215
	Carpenter & Laborer	LN-3	1.00	1.00		52,738	1.00	52,738	1.00	52,738
	Utility Craftsperson	LN-3	6.00	6.00		52,738	6.00	316,428	6.00	316,429
	Pipe Layer Laborer	LN-2	3.00	3.00		50,450	3.00	151,351	3.00	151,351
	Subtotal		41.00	41.00			41.00	2,446,236	41.00	2,449,176
510901	Temporary Part Time Salaries									
	Co-op Student		0.50	0.50			0.50	15,000	0.50	15,000
	Subtotal		0.50	0.50			0.50	15,000	0.50	15,000
	Other									
510140	Shift Differential							18,203		18,203
510143	Working-Out-of-Classification Pay							14,464		14,464
	Overtime Total							151,527		151,250
510300	Overtime							38,066		37,879
510343	Emergencies							95,083		95,083
510344	Scheduled							18,378		18,288
513044	Longevity Pay							25,550		25,550
514501	Extra Comp. (In Lieu of Boots)							700		700
514510	Sick Buyouts							1,500		1,500
515058	Vacation Buyouts							6,000		6,000
515059	A Day Buyouts							26,000		26,000
515501	Uniform/Clothing Allowance							15,600		15,600
515505	Tool Allowance							400		400
	Subtotal							259,944		259,667
	FY20 Collective Bargaining									52,662
	Total		41.50	41.50			41.50	2,721,179	41.50	2,776,505

PROGRAM DESCRIPTION

The Library Director, and staff are responsible for providing a full spectrum of high quality library services for the education, cultural enrichment, and reading pleasure of all residents of Brookline. The Library is governed by an elected board of 12 Trustees who reside in the community, and generously support the mission of the library with their time and efforts, as well as the trust funds.

Library services are provided from three locations in Brookline: Brookline Village (361 Washington St), Coolidge Corner (31 Pleasant St), and Putterham (959 West Roxbury Parkway). Each location provides comprehensive library services, and many unique programs and offerings. Brookline Village has a complete Reference department including a full time archivist, an extensive collection of art and historical artifacts, as well as the Brookline Room, which is filled with Brookline history. Coolidge Corner offers the World Language Center, housing materials in Chinese, Russian, Hebrew, Hindi, and French. Putterham proudly offers iPads with apps designed for accessibility and a newly designed ADA accessible garden and patio.

Library holdings include more than 325,000 books, DVDs, magazines and newspapers, cds, comic books and graphic novels, manuscripts, and photographs. Recently the library has developed collections of cake pans, video games, ROKUs, wi-fi hotspots, board games, telescopes, robotics kits, and voltmeters. The library has extensive digital resources including e-books and digital audiobooks through Overdrive and Hoopla, high resolution full color digital magazines through Flipster, digital classical music through the NAXOS music library, and popular genres through Hoopla. Digital movies are provided through Hoopla and kanopy, where you can watch popular films as well as Criterion Collection films and PBS programming. Many of the Great Courses can be accessed online, as well. This year the library added learning platforms Lynda.com and Niche Academy where you can take classes and receive micro-certifications in anything from baking bread to programming computers.

Online library resources can be accessed here: https://www.brooklinelibrary.org. Since 1997, the Library has been a member of the Minuteman Library Network, a cooperative of 43 public and academic libraries which share their circulating collections.

The Library consists of the following six sub-programs:

The **Administrative and Support Sub-program** is responsible for the organization and management of the library. The staff keeps informed of current developments in the library field, initiates appropriate customer service oriented initiatives to best serve the public, evaluates existing library services based on community need, and prepares strategic planning for review and approval by the Library Board of Trustees.

PROGRAM DESCRIPTION (Con't.)

The **Brookline Village Services Sub-program** includes the Reference Department, Collection Development Supervisor, Technical Services Department, Circulation Supervisor, and Children's Services-Supervisor. The Reference Department coordinates all adult programming for the public, selects adult nonfiction materials and other collections, and provides in depth reference questions. They also maintain and make accessible the archives and the art and artifact collections. The Collection Development Supervisor at Brookline Village does the central planning for accession and de-accession of library materials, and reviews and selects digital content. The Technical Services Department does all the receiving and processing of new library materials so they are ready for the shelves at all three locations. The Circulation Supervisor manages the Brookline Village Circulation Department, and recommends appropriate policies and procedures around the loan of materials to the Policy Committee. The Supervisor of Children's Services runs the Brookline Village Children's Room, and oversees the selection of materials and programming by the Children's librarians at the branch libraries.

The **Branch Services Sub-program**, comprised of the Coolidge Corner and Putterham Libraries, provides a broad spectrum of library services for patrons of all ages. Collections, hours of service, programming, and facilities are designed to reflect the demographics and service needs of their respective neighborhoods, and are re-evaluated regularly.

The **Children's Services Sub-program** provides library services for children from birth through age 17. It is comprised of 4 Children's Librarians and one Teen Librarian. Staff aid children in the selection of material for school assignments and leisure reading, they also provide robust and exciting programming.

The **Circulation and Technical Services Sub-Program** is responsible for providing exemplary front line user experiences at all three locations. They oversee all of the front end operations surrounding checking out materials, returns, and holds, as well as the maintenance of the library card database. They are also responsible for the receipt, preparation and processing of all library materials for all locations.

PROGRAM COSTS - PUBLIC LIBRARY

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Personnel	3,101,520	3,097,982	3,113,564	15,582	0.5%
Services	178,134	204,169	226,075	21,906	10.7%
Supplies	592,355	605,225	610,764	5,539	0.9%
Other	3,258	4,700	4,700	0	0.0%
Utilities	249,720	266,492	267,884	1,392	0.5%
Capital	22,030	17,794	43,124	25,330	142.4%
TOTAL	4,147,017	4,196,362	4,266,111	69,749	1.7%
BENEFITS			1,499,354		
REVENUE	80,209	80,000	80,000	0	0.0%

TOWN OF BROOKLINE FY2020 PROGRAM BUDGET	PROGRAM GROUP: Cultural Services PROGRAM: Library

BUDGET STATEMENT

The FY20 budget represents an increase of $69,749 (1.7%). Personnel increases $15,582 (0.5%), due to an increase in Steps ($20,943) and Part-Time Salaries ($20,000). The increase is partially offset by Administrative Leave Buyback ($25,361).

Services increases $21,906 (10.7%), due to an increase to Office Equipment Repair and Maintenance ($5,863), Data Processing Software Maintenance ($13,051), Wireless Communications ($4,646), and Cataloging Services ($2,992). The increase is partially offset by a decrease to Telecomm ($4,646)

Supplies increases $5,539 (0.9%), due to an increase to Office Supplies.

Utilities increases $1,392 (0.5%), due to an increase in Natural Gas ($3,000). The increase is partially offset by a decrease in Electricity ($1,608).

Capital increases $25,330 (142.4%), due to an increase to Leased Equipment ($330) and the establishment of a Leased Network Equipment and Software line ($25,000).

FY2020 OBJECTIVES

1. To deploy the FY19 Action Plan (Strategic Plan).
2. To evaluate Hours and Usage study data and plan how to employ to improve the library.
3. To deploy "Borrow an Expert" lending program.
4. To manage and rearrange collections at Putterham branch.
5. To deploy "Engaging Non-Users through Super Users" outreach program.
6. To develop and launch Maker Space.
7. To open the Tween Room.

FY2019 ACCOMPLISHMENTS

1. Completed renovation of Coolidge Corner location.
2. Conducted Library wide hours and staffing study.
3. Expansion of ESL/ELL service.
4. Circulating ROKU collection.
5. Added $30,000 opening day collection for Coolidge Corner Library.
6. Engaged 300+ residents at Brookline Day.
7. FY19 Strategic Plan action plan completed.
8. Added live Reference Chat: patrons can chat with a live librarian to ask reference questions. Global services.
9. Continued aggressive collection management to improve circulation.
10. Hired a new Reference Supervisor.
11. Created and filled two new FT positions: Supervisor of Building Operations, and Tween Librarian.
12. Re-structured the Custodial Department to maximize resources.
13. Offered Harry Potter Day: 1000 attendees.
14. The Library Director attended NELLS 2: New England Library Leadership Symposium.
15. Management team took MMA's Supervisory Leadership Development Program.
16. Hosted Colson Whitehead, Hank Phillippi Ryan, and Callie Crosley book talks.
17. Created Chinese Language Collection Development Librarian position for Coolidge Corner.
18. Entire staff completed training in providing superlative and sensitive library service to patrons experiencing homelessness.
19. Upgraded printer services at all locations.
20. Leadership team participated in Government Alliance for Racial Equity training.
21. Deployed circulating Chromebooks at all locations.
22. Added many exciting new programs including: Queer Social Group, ELL Graphic Novel Book Group, Knitting Group, and Chinese New Year Community Celebration.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2017	ESTIMATE FY2018	ACTUAL FY2018	ESTIMATE FY2019	ESTIMATE FY2020
Total Circulation	1,138,338	1,166,462	1,186,491	1,213,120	1,225,251
Total Attendance	624,093	624,815	778,752	786,539	800,000
Volumes Added	30,455	25,114	34,360	36,000	38,300
Volumes Withdrawn	67,553	40,000	66,118	35,000	30,000
Interlibrary Loan:					
Borrowed	153,234	155,000	155,806	160,000	162,000
Loaned	125,285	135,000	125,378	140,000	135,000
Non-MLN items borrowed	1,079	1,100	838	1,100	1,000
Non-MLN items loaned	1,626	1,700	1,730	1,800	1,900
Items Loaned Electronically	73,803	85,611	166,162	97,597	175,000
Main Library					
Circulation	565,158	582,140	545,665	584,604	584,604
Attendance	318,363	321,547	433,050	324,762	437,355
Volumes Added	16,994	17,000	18,728	17,500	20,600
Volumes Withdrawn	35,195	20,000	19,839	20,000	18,000
Coolidge Corner					
Circulation	336,186	268,948	312,604	350,000	397,007
Attendance	223,812	240,000	254,678	164,128	318,348
Volumes Added	9,137	7,614	10,370	6,700	12,500
Withdrawn volumes	2,168	5,000	20,021	5,000	10,000
Putterham					
Circulation	163,491	165,000	162,060	166,650	165,000
Attendance	91,918	76,598	91,024	67,488	92,000
Volumes Added	4,324	5,000	5,262	5,000	5,500
Withdrawn volumes	2,168	5,000	5,509	8,000	5,000
Children's					
Circulation	332,803	333,000	325,385	335,000	333,000
Main	129,324	160,000	159,717	190,000	200,000
Coolidge	108,360	96,621	103,922	136,000	150,000
Putterham	65,119	69,026	61,745	65,000	66,000

PERFORMANCE / WORKLOAD INDICATORS (con't.)

	ACTUAL FY2017	ESTIMATE FY2018	ACTUAL FY2018	ESTIMATE FY2019	ESTIMATE FY2020
% of Total Materials Budget for Children	25%	25%	25%	25%	25%
Volumes Added (All)	10,630	25,114	13,822	29,200	36,000
Withdrawn Volumes (All)	14,944	40,000	20,749	34,000	35,000
Programs					
Program Attendance (All)	35,605	36,495	41,364	44,000	46,000
Children's	738	500	772	800	825
Attendance	26,029	15,617	27,215	28,000	32,000
Young Adult	97	100	65	75	80
Attendance	1,777	3,000	1,207	3,500	2,000
Adult	619	805	773	800	825
Attendance	8,399	8,500	12,942	14,000	15,000
Patrons Added to Database	4,289	4,500	4,626	4,900	5,200

TOWN OF BROOKLINE FY2020 PROGRAM BUDGET	PROGRAM GROUP: Cultural Services PROGRAM: Library

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2017	NUMBER OF POSITIONS FUNDED FY2018	FY2019 SALARY RANGE LOW	FY2019 SALARY RANGE HIGH	FY2019 BUDGET NO.	FY2019 BUDGET AMOUNT	FY2020 RECOMMENDATION NO.	FY2020 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Library Director	D-6	1.00	1.00	112,267	132,245	1.00	124,599	1.00	126,468
	Assistant Library Director for Admin	T-10	1.00	1.00	82,045	92,830	1.00	92,830	1.00	92,830
	Assistant Library Director for Tech.	T-10	1.00	1.00	82,045	92,830	1.00	84,992	1.00	86,505
	Supv of Library Building Operations	T-7	0.00	0.00	72,938	82,526	1.00	72,938	1.00	74,236
	Librarian IV	K-9	1.00	0.00	70,068	80,253	0.00	0	0.00	0
	Librarian III	K-8	4.00	5.00	63,728	73,141	5.00	339,417	5.00	344,235
	Librarian III Circulation Supervisor	K-8	1.00	1.00	63,728	73,141	1.00	66,210	1.00	67,412
	Librarian II	K-7	8.00	8.00	57,799	66,542	8.00	489,121	8.00	491,290
	Librarian I	K-6	5.00	5.00	51,536	59,223	6.00	332,068	6.00	327,181
	Assistant to the Director	C-10	1.00	1.00	57,312	59,754	1.00	58,606	1.00	58,884
	Business Manager	KA-5	1.00	1.00	50,264	53,069	1.00	51,403	1.00	51,971
	Library Assistant III	K-3	4.00	4.00	41,522	48,135	4.00	187,173	4.00	188,457
	Library Assistant II	K-2	8.00	8.00	38,988	45,198	8.00	353,903	9.00	398,951
	Library Assistant I	K-1	1.00	1.00	35,444	41,089	1.00	36,507	0.00	0
	Senior Building Custodian	MN-4	1.00	1.00	56,669	59,557	0.00	0	0.00	0
	Junior Building Custodian	MN-2	2.00	2.00	48,397	50,862	4.00	205,502	4.00	207,792
	Subtotal		40.00	40.00			43.00	2,495,269	43.00	2,516,212
510901										
	Temporary Part Time Salaries									
	Junior Library Page	LP	4.55	4.55	$12.00 / h.r.	$14.26 / hr.	4.55	144,962	4.55	144,962
	Senior Library Page	LPS	0.56	0.56		$14.26 / hr.	0.56	15,168	0.56	15,168
	Library Monitor	LPM	0.52	0.52		$14.26 / hr.	0.52	14,811	0.52	14,811
	Librarians	I	0.80	0.80			0.80	42,735	0.80	42,735
	Library Assistants I and II		3.15	3.15			2.90	184,114	2.90	204,114
	Houseworkers	MN-1	2.16	2.16			0.50	20,060	0.50	20,060
	Subtotal		11.75	11.75			9.84	421,849	9.84	441,849
	Other									
510140										
510300	Shift Differential							16,690		16,690
513044	Regular Overtime							59,084		59,084
514501	Longevity Pay							26,248		26,248
515501	Extra Comp							2,000		2,000
515059	Uniform/Clothing Allowance / In Lieu of Boots							14,339		14,339
	Administrative Leave Buyback							62,503		37,142
	Subtotal							180,864		155,503
	Total		**51.75**	**51.75**			**52.84**	**3,097,982**	**52.84**	**3,113,564**

PROGRAM DESCRIPTION

The vision of Brookline Public Health and Human Services (BPH) is an inclusive community that is healthy, safe, connected and equitable for all. Our mission is to preserve, protect, and promote the physical, mental, and environmental health of the Brookline Community. We collaborate with partners to reduce health inequities and respond to emerging public health challenges. Among the steps taken by BPH in accomplishing this vision is the control of existing and potential environmental hazards; the provision of health education and clinical health services, with emphasis on the prevention and early detection of chronic diseases and the improved management of lifestyle issues affecting health; the delivery of services dealing with conditions resulting from the abuse of drugs or alcohol and the control of infectious diseases.

The Department consists of the following six sub-programs:

The **Administration** Sub-program provides resources and administrative support to BPH and maintains the physical plant, housing a broad range of programs and services. The Director of Public Health and Human Services, with advice and policy guidance from the Advisory Council of Public Health, provides overall management and program direction to BPH.

The **Environmental Health** Sub-program combines a wide range of programs and services. Most of the services are mandated by state law and include the following inspection services: licensing and inspection of food establishments; housing code inspections and enforcement actions; swimming pool inspections; solid waste handling practices; animal, insect, and rodent control; enforcing the Town's plastic bag and polystyrene bans, the abatement of general health nuisances; and the testing and sealing of all weighing and measuring devices. Additional concerns include asbestos removal, lead, hazardous waste, and the enforcement of state and local smoking control requirements, including the issuance of permits for tobacco retailers and monitoring the sale of tobacco products.

The **Child Health** Sub-program focuses on communicable diseases that are vaccine-preventable and plays a key role in preventing outbreaks of infectious diseases. Immunization Clinics have been established to provide necessary vaccinations for children and at-risk adults in the community. This Sub-program serves as BPH's liaison to the School Health program and is charged with monitoring day care centers.

The **Community Health Services** Sub-program provides health education and promotion programs addressing diverse health needs of the community. These activities include early detection of disease conditions, physical exercise and community engagement programs for residents. This division leads campaigns for National Public Health Week, Climate Week, National Food Day, Bike to School Day, and other health promotion initiatives.

The **Emergency Preparedness** Sub-program offers resources to improve community preparedness and resiliency. In addition to creating and maintaining plans for response to town-wide medical emergencies such as epidemics or bio-terrorist attacks, it works with

PROGRAM DESCRIPTION (Con't.)

with other members of the Town's Emergency Management Team to prepare for and respond to all crisis events. The division oversees nearly 300 Medical Reserve Corps volunteers who are trained to assist in an emergency. Since disasters impact vulnerable populations greatly, the division prioritizes community preparedness efforts for those most at risk. This division has primary responsibility for coordination of the Town's innovative Emergency Preparedness Buddies Program; the free program assists elders and isolated adults with emergency planning.

The **Public Health Nursing/Epidemiology** Sub-program oversees the Brookline Public Health Department's public health nursing functions including, but not limited to, professional, clinical, supervisory and technical work to create, promote, implement and manage public health clinics and educational programs, assessment of community needs, investigation and reporting of communicable diseases/epidemiology, emergency preparedness and enforcement of laws and regulations that protect health and ensure safety.

The Brookline Community Mental Health Center, with financial assistance from the Town through the **Mental Health** sub-program, maintains safety and improves the mental health of all Brookline residents and the community as a whole through comprehensive, culturally responsive counseling, crisis intervention, substance abuse, violence prevention, housing and case management and educational services. The Center particularly serves low and moderate income residents with serious and persistent mental illness who need access to services. Center staff consults extensively to Town schools, department's officials and provides community outreach to high risk children, teens, families, adults and seniors. The Center bills all clients with insurance and sets a sliding fee to partially offset costs; however these revenues cover only 50% of service costs.

The **Substance Abuse and Violence Prevention and Services for Youth** Sub-program is designed to reduce substance abuse and violence among Brookline youth. The division provides counseling to Brookline youth with substance abuse problems and their families; prevention education; peer leadership training for the high school and elementary schools; consultation, trainings, and presentations to community members and service providers; and updated materials, information, and resources. Staffing for the Brookline Coalition Against Substance Abuse (B-CASA) and Brookline Parent Education Network (B-PEN) are provided through this division for related programs.

PROGRAM COSTS - DEPARTMENT OF HEALTH AND HUMAN SERVICES

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Personnel	908,558	950,450	955,220	4,770	0.5%
Services	206,793	214,362	217,902	3,541	1.7%
Supplies	18,020	15,100	15,100	0	0.0%
Other	4,952	4,120	4,120	0	0.0%
Utilities	38,685	36,823	39,515	2,692	7.3%
Capital	4,020	21,520	4,185	(17,335)	-80.6%
TOTAL	1,181,028	1,242,374	1,236,042	(6,332)	-0.5%
BENEFITS			650,459		
REVENUE	170,816	157,000	157,000	0	0.0%

BUDGET STATEMENT

The FY20 budget decreases $6,332 (0.5%). Personnel increases $4,770 (0.5%), due to an increase in Steps.

Services increases $3,541 (1.7%), due to an increase to Mental Health Services.

Utilities increases $2,692 (7.3%), due to an increase to Electricity ($834), Natural Gas ($1,727) and Water and Sewer ($197. The increase is partially offset by a decrease to Gasoline ($66).

Capital decreases $17,335 (80.6%), due to a decrease to Automobiles ($17,500). The decrease is partially offset by an increase to Leased Equipment ($165).

FY2020 OBJECTIVES

Administration

1. To act as Chief Health Strategist and conduit on all Public Health matters among town human services and community partners.
2. To seek additional opportunities for grant funding from non-town sources with the goal being to secure at least eight grants and/or public-private partnerships worth $100,000.
3. To plan for a range of public health interventions with measurable indicators and funding partners using the data generated annually.
4. To promote the renovated Train Health Center, the first "Green" municipal building in Brookline, and support Climate Action Brookline. Increase BPH's visibility on climate change platform.
5. To work closely with the Police and Fire Chiefs and the Town's Emergency Management Team to prepare for emergencies, including possible natural disasters, communicable diseases outbreaks, and bio-terrorist attacks.
6. To work with the Information Technology Department on the migration to a next generation of permitting applications and tablet technology.
7. To increase membership in Friends of Brookline Public Health. Rebrand and market Friends of Brookline Public Health to wider community.
8. To increase Brookline Public Health and Advisory Council's footprint through series of forums on hot topics impacting health.
9. To assist with policies and procedures for implementation of recreational marijuana law.
10. To continue to improve communications/public relations plan to include Facebook, website redesign, blogs, Instagram, and Twitter.
11. To start the initial process of becoming an accredited health department.

FY2020 OBJECTIVES (Con't.)

Environmental Health

12. To protect Public Health by maintaining a comprehensive program of environmental health services. This includes inspections, compliance and enforcement activities. In addition, monitor environmental hazards; provide consultation/guidance to citizens and governmental agencies.
13. To provide educational initiatives for all regulated programs. Workshops include those for Town By-Laws, tobacco control, lodging houses, children's camps, tanning establishments, public and semi-public swimming pools, rubbish standards, housing standards, septic requirements and food establishments. Chair animal control meetings and assist with Town-by-law revisions.
14. To implement the adopted town-wide policy on Mosquito Control related to West Nile Virus and Eastern Equine Encephalitis, to include integrated pest management, surveillance, education and control. Continue to address the growing concerns related to bed bugs and tick-borne diseases.
15. To work with other town departments (Building, Fire, DPW, and Police) on compliance standards for snow removal, noise/rubbish enforcement, lodging inspections, residential housing, liquor license training, licensing board issues, mobile food trucks and nuisance issues. Ensure compliance with by-law requiring common victuallers to offer their customers tap water on request.
16. To maintain certification requirements of weights/measures inspector and carry out all weights and measures inspections. Continue sharps disposal kiosk program. Promote safe mercury waste and pharmaceuticals disposal (DPW and Police); continue light bulb recycling.
17. To participate in Emergency Management.
18. To implement inter-department software utilizing tablet PC's for all field inspection programs.
19. To implement new Recreational Marijuana standards for community addressing access.
20. To implement State Code revision for food establishments, housing, children's camps, and swimming pools.
21. To enforce the Plastic Bag and Polystyrene regulations in Brookline.
22. To evaluate and develop Environmental Division staffing needs to address retention and program standard's needs.
23. To assist in BPH's accreditation process focusing on Environmental Health and the 10 Essential Services of Environmental Health.

FY2020 OBJECTIVES (Con't.)

Child Health

24. To continue active liaison with School Health Services and continue to include the School Nurse Coordinator in Health Department meetings.
25. To participate more actively in the school based interdisciplinary Wellness Committee.
26. To continue to provide technical consultation with the Epidemiology Division as needed in case of communicable disease cases and outbreaks.
27. To continue to provide physician backup and medical licensure underwriting for child immunization programs and flu clinics.
28. To continue to stay professionally updated by attendance at Children's Hospital Grand Rounds, listening to Webinars, attending relevant CME pediatric and medical programs.
29. To assist in BPH's Accreditation process.
30. To continue educational programs and technical consultation to daycare centers
    a. Review program for daycare directors and staff that emphasize leadership and daycare management.
    b. Increase participatory programs geared to meaningful and interesting activities for pre-school children.

Community Health

31. To inform and educate local community about current public health issues, with emphasis on climate change, nutrition, lifestyle and exercise.
32. To continue programs linking public health and climate change. Organize annual Car-Free School Day in K – 8 schools. Expand Food Day activities, to include Brookline Food Pantry donation program at Brookline Farmers Market.
33. To encourage community programs offered by local health and fitness businesses.
34. To offer array of events promoting public health during National Public Health Week.
35. To offer the community a series of health education programs in cooperation with the Brookline Adult and Community Education Program and other local sponsors.
36. Continue pilot dental screenings in public housing.
37. To organize regular blood drives in cooperation with the American Red Cross open to Brookline employees and town residents.
38. To coordinate with the local media to provide pertinent public health alerts/education on emerging public health issues. Expand use of social media.
39. To collaborate with Council on Aging to promote health education for seniors, including planning several health forums reaching 200 seniors. Provide flu shots and blood pressure screenings for residents, targeting those at high risk.
40. To maintain enhanced surveillance of communicable diseases, especially disease clusters, in Brookline schools, day cares, and long-term care settings.
41. To increase efforts to promote hand washing and respiratory hygiene via the "Clean Hands for Good Health" campaign; continue efforts to link low income residents with dental services.
42. To assist in the BPH's Accreditation process.

FY2020 OBJECTIVES (Con't.)

Emergency Preparedness

43. To coordinate with other departments via the Town's Emergency Management Team to prepare for and respond to various emergencies impacting public health – including epidemics, emerging diseases, and bio-terrorist attacks.
44. To coordinate with regional and state entities to create and maintain plans to respond to potential public health threats affecting Brookline and the region.
45. To maintain a federally-recognized Medical Reserve Corps (MRC) in Brookline to provide auxiliary medical personnel able to respond in the event of a public health emergency.
46. To organize at least 10 trainings and/or activities for MRC volunteers and the MRC Leadership Team, including staffing & operating the Town-wide Flu Immunization Clinics.
47. To plan and implement a variety of emergency preparedness programs for the Brookline community, with emphasis on Public Health Week (April) and Emergency Preparedness Month (September).
48. To increase the resilience of vulnerable populations through targeted programming and outreach.
49. To implement the highly respected Emergency Preparedness Buddies Program, helping seniors and other vulnerable adults prepare for potential emergencies.

Nursing and Epidemiology

50. To continue to stay updated with MAVEN, the electronic, web-based surveillance program, by attending all webinars and associated conferences.
51. To provide a training in blood-borne pathogens to the Medical Reserve Corps.
52. To provide a training in current immunization techniques to the Medical Reserve Corps.
53. To work closely with the school nurses in Brookline to assure high immunization coverage for children.
54. To work with IT on updating an Access database to track animal bite outcomes in humans.

Mental Health

55. To serve 3,800 Brookline residents, primarily low and moderate income, providing 35,000 hours of individual, family, group counseling and medication evaluations; 8,500 hours of community outreach and education to children, teens, families, adults and seniors; and 2,525 hours of case management for seriously ill children, adults and families and those facing homelessness.
56. To serve as Brookline's lead agency for assisting families and individuals facing eviction or homelessness. The Center anticipates helping 100 individuals and families to find or maintain safe housing or secures shelter, and providing case management services. As the Town's largest and most comprehensive social service provider, the Center offer a "one-stop" solution for patients facing major life challenges.
57. To provide 10 counseling groups serving a minimum of 60 Brookline children ages 6-18 years with social and emotional issues. To ensure that groups are accessible they are all offered during after-school hours.

FY2020 OBJECTIVES (Con't.)

Mental Health (Con't.)

58. To work in partnership with the Brookline Police Department to provide consultations and training to Police Department staff and work with the Department to handle urgent crisis cases. In FY19 we anticipate providing approximately 200 consultations with officers and responding to 50 crisis calls. In addition, the Center will continue to host a monthly case coordination meeting with the Police Department and other area agencies dedicated to working collaboratively to link high need individuals to services and keep them out of the criminal justice system, and to provide training to Brookline officers in recognizing and responding to mental health crises.
59. To secure $35.80 for every $1.00 provided by the Town ($6,370,000 total budget) to fund mental health, substance abuse, crisis/violence prevention, homeless prevention, social and educational services to maintain the safety and health of lower and moderate income Brookline residents. Because of the extremely low health insurance reimbursement rates and sliding scale client fees, less than 50% of the costs of counseling services are funded through these sources and the Center raises over 50% through grants, contracts, and philanthropy.

Substance Abuse and Violence Prevention for Youth

60. To promote the health and wellbeing of Brookline youth and provide alcohol, nicotine, marijuana and other drug prevention and intervention services to Brookline teens and their families.
61. To conduct an annual needs assessment, including the bi-annual student health survey and Community Wellness Summit, and track a set of measurable performance-based objectives.
62. To implement research based health promotion strategies to reduce the incidence of underage alcohol, marijuana and other drug use through the Brookline High School Peer Leaders and the Brookline Parent Education Network (B-PEN).
63. To provide confidential intervention services including consultation, counseling, referrals and the Youth Diversion Program for alcohol and other drug related problems, accessible to all Brookline youth and their families.
64. To maintain and enhance collaboration with the Public Schools of Brookline (PSB) and Police, to address youth substance abuse and violence prevention issues; serve on the BHS Deans' Teams, the BHS Clinical Services Team, the Wellness Committee and the monthly Juvenile Roundtable.
65. To lead the Brookline High School Peer Leadership Program, recruiting 45 Peer Leaders to serve as positive role models in the community actively promoting healthy behaviors through presentations to 8th and 9th grade health classes, parent and community groups, and public health campaigns.

FY2019 ACCOMPLISHMENTS

Administration

1. Secured $100,000 in grant funding from non-town sources including a variety of public-private partnerships.
2. Completed Health Status Assessment report for Brookline.
3. Funded for Tobacco grant in the amount of $260,000 for four years through Massachusetts Department of Health.
4. Collaborated on Public Health Week with Climate Action Brookline for speaker Dr. Phillip Duffy, Executive Director for Woods Hole Research Center to discuss "Public Health and Climate Change"
5. Held the 22nd Annual Public Health Policy Forum entitled "Health Care Reform: Putting the Brakes on Rising Health Care Costs" that attracted 200 people.
6. Planned, implemented, and evaluated a multi-faceted program of surveillance, education, and control to address the emergence of West Nile Virus and Eastern Equine Encephalitis (EEE) in Brookline. Monitored the emergence of Zika virus. Continued educational project related to tick-borne disease.
7. Worked with departments on Emergency Preparedness for Larz Anderson and Boston Marathon.
8. Launched Rat Task Force to develop strategies to reduce rat population in Brookline.
9. Health Commissioner was guest editor for Center for Disease Control sponsored "Translation, Dissemination, and Implementation of Public Health Preparedness Research and Training" supplement issue of the American Journal of Public Health.

Environmental Health

10. Implemented new Accela software system that addresses permitting, licensing, and field Inspections. Division is performing inspections using tablet devices with Accela software for food, housing, children's camps, swimming pools, and lodging homes.
11. Implemented "on-line" payments for permits/license renewals.
12. Increased collaboration with the Police Department (animal control division), Town Clerk, Parks and Open Space divisions and Conservation Department to address community wild life control issues. Successfully conducted rabies clinics adding micro chipping for all pets at the event free of charge. Served on the committee for warrant article 29 on vicious dogs and assisted with completing the final report.
13. Completed all State Mandated Weights and Measures inspections.
14. Continued to enforce Town by-laws for Tobacco Control (age restrictions for sales and high school buffer zones). Developed fact sheets for new plastic restrictions adopted by Town Meeting that requires compostable straws and utensils in 2020.
15. Assisted with inspections and licensing condition for community's first licensed Medical Marijuana facility and started planning for Adult use Marijuana facilities.
16. Implemented mosquito control and education activities within the community focusing on EEE and WNV. Issued advisory notices re: bats, Lyme disease and bed bugs.
17. Assisted the Planning Department with reviewing the many 40B housing projects proposed in the community.

TOWN OF BROOKLINE FY2020 PROGRAM BUDGET	PROGRAM GROUP: Cultural Services PROGRAM: Library

SUMMARY OF SUB-PROGRAMS

SUB-PROGRAMS	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Administration	337,041	428,053	483,904	55,851	13.0%
Central Library Services	998,920	1,059,522	1,109,359	49,837	4.7%
Branch Library Services	1,342,747	1,034,613	1,013,509	(21,104)	-2.0%
Children's Services	451,374	515,642	467,668	(47,974)	-9.3%
Cir./Support Services	610,476	633,766	656,179	22,413	3.5%
Plant Maintenance	406,459	524,767	535,493	10,726	2.0%
TOTAL	4,147,017	4,196,362	4,266,111	69,749	1.7%

Administration

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Personnel	325,090	412,088	414,804	2,716	0.7%
Services	9,326	9,024	16,396	7,372	81.7%
Supplies	1,125	1,140	6,680	5,540	486.0%
Other	1,500	2,900	2,900	0	0.0%
Capital	0	2,901	43,124	40,223	1386.5%
TOTAL	337,041	428,053	483,904	55,851	13.0%

Central Library Services

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Personnel	635,462	706,863	764,644	57,782	8.2%
Services	6,045	6,544	5,035	(1,509)	-23.1%
Supplies	339,239	339,680	339,680	0	0.0%
Other	380	0	0	0	0.0%
Capital	17,794	6,435	0	(6,435)	-100.0%
TOTAL	998,920	1,059,522	1,109,359	49,837	4.7%

Branch Library Services

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Personnel	1,096,680	731,068	749,530	18,462	2.5%
Services	50,299	53,610	53,610	0	0.0%
Supplies	127,779	142,510	142,510	0	0.0%
Other	873	500	500	0	0.0%
Utilities	63,948	98,466	67,359	(31,107)	-31.6%
Capital	3,168	8,458	0	(8,458)	-100.0%
TOTAL	1,342,747	1,034,613	1,013,509	(21,104)	-2.0%

Children's Services

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Personnel	343,583	419,974	372,000	(47,974)	-11.4%
Services	0	820	820	0	0.0%
Supplies	107,773	94,448	94,448	0	0.0%
Other	18	400	400	0	0.0%
Capital	0	0	0	0	0.0%
TOTAL	451,374	515,642	467,668	(47,974)	-9.3%

Circulation / Support Services

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Personnel	492,553	498,279	504,649	6,370	1.3%
Services	111,282	125,541	141,584	16,043	12.8%
Supplies	5,409	9,446	9,446	0	0.0%
Other	164	500	500	0	0.0%
Capital	1,068	0	0	0	0.0%
TOTAL	610,476	633,766	656,179	22,413	3.5%

Plant Maintenance

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Personnel	208,152	329,710	307,937	(21,773)	-6.6%
Services	1,182	8,630	8,630	0	0.0%
Supplies	11,031	18,000	18,000	0	0.0%
Other	322	400	400	0	0.0%
Utilities	185,772	168,027	200,526	32,499	19.3%
Capital	0	0	0	0	0.0%
TOTAL	406,459	524,767	535,493	10,726	2.0%

FY2019 ACCOMPLISHMENTS (Con't.)
Environmental Health (Con't.)

18. Division Director served on state and professional associations for environmental health code. Also, Division Director participated in the Partnership for Food Protection work group for the National Environmental Health Association focusing on the Food Safety and Modernization Act (FSMA).
19. Continued to promote environmental health issues via web based health advisories, various fact sheets, and social media.
20. Served on the Select Boards licensing review committed on requirements for possible licensing of Air B&B type facilities in the community.

Child Health

21. Actively continued liaison with Brookline Public School Health Service
    a. Facilitated attendance at Health Department meetings by Nurse Coordinator
    b. Continued to support State Health Dep't grant awarded 19 years ago and renewed yearly since that time.
22. Coordinated and served as physician consultant with Nurse Epidemiologist in providing technical assistance in communicable disease outbreaks or clusters in the Brookline public schools or daycare facilities.
23. Provided physician backup and medical underwriting to all immunization programs in which vaccinations were provided --- i.e., child back-to-school programs (291 children) and three flu clinics (954 vaccinations).
24. Served as resource clinician at flu clinics to answer medical questions.
25. Participated as supervisor and team member of Day Care Resource Team which serves in an advisory and educational capacity to ongoing and new group daycare facilities.
    c. Educational and support group meetings for daycare directors and staff ---24 meetings
    d. Consultation requests -- in person, phone calls, emails --over 50
    e. Facilitation of a meeting of the Day Care Team, the new Health Department Director and the new Regional Director of the State Licensing Agency.
26. Director of program was reappointed as Adjunct Physician to Boston Children's Hospital staff.

FY2019 ACCOMPLISHMENTS (Con't.)
Community Health

27. In conjunction with Public Schools of Brookline, led Car-Free School Day and Food Day activities at K – 8 schools. Integrated Car-Free School Day activities with Brookline Safe Routes to School program and Brookline Bicycle Advisory Committee.
28. Offered Yoga series at Putterham Library for South Brookline seniors.
29. Celebrated National Public Health Week with week-long events. Several programs were jointly offered with Climate Action Brookline, designed to intensify connection between public health and climate change locally and beyond.
30. Secured funding from Brookline Health and TB Society to offer special programming during National Public Health Week honoring Frances Parkman Denny, MD.
31. Worked with Substance Abuse Prevention program staff at Brookline High School to secure CHNA grant to produce video on "Products and Paraphernalia" related to vaping, juuling and marijuana. Peer leaders will create and produce the video.
32. Successfully coordinated Brookline Farmers Market fresh food drive for two Brookline Food Pantry locations.
33. As part of Brookline Climate Week, co-sponsored Climate Change Adaptation Challenge attracting entries from close to 80 Brookline K-8 students linking public health and climate change. Completed health education series and exercise classes at the Brookline Senior Center.
34. Implemented control measures within 24 hours for 100% of communicable disease investigations.
35. Through Public Health Nursing division, tracked and controlled communicable disease outbreaks including TB contact investigations. Continued to utilize MAVEN (electronic disease surveillance system), including TB surveillance and case management and maintained a rabies control data base to track outcomes of human exposure to animals.
36. Offered monthly blood drives at Brookline Main Library and VFW Hall. Utilized social media (Facebook, Town web site) to alert residents about public health issues, food borne illnesses, and hot/cold weather alerts.
37. Served as BPH's member of Information and Access Committee of the Women and Girls Thriving initiative in Brookline. Facilitated use of Senior Center bus to transport Brookline women from three housing sites to dinners at Korean church. Negotiated with Council on Aging to underwrite expenses for bus transports.
38. Sponsored popular twilight outdoor yoga class to celebrate International Day of Yoga in June attended by approximately 200 Brookline residents.
39. Expanded role to include administrative oversight of MA Tobacco Control Program (MTCP), including submission of successful state grant to develop MTCP Seven Communities Collaborative, advertising and hiring new MTCP coordinator.
40. Provided clinical consultation and information on issues including head lice, bed bugs, tick exposure, and bat exposures, etc.

FY2019 ACCOMPLISHMENTS (Con't.)

Emergency Preparedness

41. Awarded over $85,000 in grant funding for Emergency Preparedness staff & programming, including the Emergency Preparedness Buddies program.
42. Maintained federally recognized Medical Reserve Corps (MRC) with nearly 300 trained members prepared to assist BPH's staff in the event of an emergency.
43. Conducted 28 MRC trainings and/or volunteer activities, and provided nearly 1,200 hours of volunteer services to the Town, worth approximately $35,000.
44. Coordinated and operated three town-wide flu clinics providing flu vaccine to nearly 1,000 people, requiring nearly 80 volunteers.
45. Coordinated volunteer support for multiple community health events, including the fresh food drive and Public Health Week events.
46. Provided Emergency Preparedness Buddy programming to improve resilience for vulnerable residents. Developed materials for several new topics – including materials in Mandarin – and delivered 22 events held at multiple locations, reaching nearly 250 vulnerable residents.

Nursing and Epidemiology

47. Worked with the Director to establish a blood borne policy/ protocol for the Medical Reserve Corps and Public Health Nurse.
48. Explored using MIIS to assist with statistical reports for Brookline immunization rates but did not find it useful.
49. Promoted preventive education against tick and mosquito illnesses by distributing over 150 tick ID cards and brochures at various venues including Pop-Up Town Hall, Brookline Day, Parks and Recreation events and the Town website.
50. Maintained responsibility for the investigation and control of 295 reports of communicable disease. This included several outbreaks of influenza in senior buildings and schools and suspect mumps in school settings
51. Provided case management for 122 reports of humans exposed to animals including bat exposures. This involved contacting the individuals who were exposed and determining risk and need for rabies prophylaxis.
52. Provided and supervised three influenza clinics administering 931 doses of flu vaccine with the assistance of the Medical Reserve Corps.
53. Conducted back to school vaccination clinics where 539 vaccines were administered to 291 uninsured/underinsured children.
54. Continued to offer blood pressure screenings and counseling to 101 individuals.
55. Received and responded to over 500 calls regarding health topics such as travel vaccines, general immunizations, disease questions, insects and lead tests.

FY2019 ACCOMPLISHMENTS (Con't.)

Mental Health

56. Requests for basic services (emergency food vouchers, rental and utility assistance, case management to prevent homelessness) continued steady, as lower income residents continue to experience un-/underemployment. The Center served 3,610 Brookline residents, and provided 34,630 counseling visits in FY 2018. Approximately 25%-30% of counseling services were delivered in the home, school or other community settings.
57. Provided 2,335 hours of consultation, crisis intervention, education and information to staff of Brookline schools, police, courts and other Town departments and community agencies.
58. Through the Bridge for Resilient Youth in Transition (BRYT) Program, provided Brookline High School students and their families the necessary emotional and academic support to successfully return to school following medical, psychiatric, or substance abuse hospitalizations. 95% of youth returned to and stayed in school throughout the year.
59. Provided emergency food assistance 315 individuals and families (150 households); worked with 310 individuals and families (143 households) to prevent evictions by providing case management and rental assistance; and provided emergency shelter or diversion for 32 Brookline's youth.

Substance Abuse and Violence Prevention for Youth

60. Trained 45 peer leaders who implemented prevention strategies to address vaping and marijuana use, teen dating violence, mental health issues, and bullying/cyber bullying. Peer Leaders conducted over 56 health classes to PSB students in grades 8– 9, and 14 presentations to parent and community groups.
61. Applied for and was awarded a Brookline Community Fund $25,000 grant for the Brookline Parent Education (B-PEN) Program to develop the division's capacity to reach a larger audience of youth and families with research based prevention programming targeting the problem of marijuana and other drug use and associated risk behaviors.
62. Implemented B-PEN (Brookline Parent Education Network), including the weekly B-PEN News Blasts, presentations at PTO meetings, community forums, parent discussion groups, and the B-PEN.org parent education website and Facebook page.
63. Program social workers with expertise in adolescent development provided 2280 hours of service to 264 youth substance abuse, including assessments, and individual, group, and family counseling through the BSAPP program. Serviced 71 youth in the Youth Diversion Program referred by with the Brookline schools and Police. Coordinated referral process for teens in need of treatment.
64. In collaboration with Watertown, Waltham and Belmont, applied for and was awarded alcohol prevention grant through the Massachusetts Department of Public Health, Bureau of Substance Abuse Prevention.
65. Conducted local needs assessment and created the annual action plan including analysis of the student health survey in collaboration with the PSB Information Services. Held the annual Wellness Summit bringing together 90 key community stakeholders to identify prevention strategies addressing identified student health issues.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2017	ESTIMATE FY2018	ACTUAL FY2018	ESTIMATE FY2019	ESTIMATE FY2020
ENVIRONMENTAL HEALTH					
% of Consumers Complaints Handled in 3 Days	90%	90%	90%	90%	90%
Tobacco Retail Sales: Compliance Rate (avg.)	88%	90%	95%	95%	95%
Reported Rabies Exposure	125	100	167	150	150
Positive Rabid Animals	1	1	1	1	
Human Receiving Rabies Post-exposure Prophylaxis	12	10	14	10	10
Animal Control Quarantines	73	70	75	75	75
Keeping of Animal Permits	19	20	22	20	20
% Food Outlets Inspected	100%	100%	100%	100%	100%
% of Restaurants with Critical Violations	10%	10%	15%	15%	15%
% Restaurants requiring Enforcement Actions	2%	2%	2%	5%	5%
% Restaurants receiving formal orientation	100%	100%	100%	100%	100%
% Order Letter issued w/i 3 days	90%	90%	95%	96%	95%
Court Actions	15	20	18	25	25
No. Tickets issued*	632	850	845	850	850
Solid Waste Inspections*	779	1,500	764	800	800
An inter-departmental program (Health & DPW). Tickets figure includes warnings.					
Swimming Pool Inspections	57	59	57	60	60
Lead Paint Inspections	15	20	29	35	40
Lead Paint Removal Notices	7	10	12	20	30
Asbestos Inspections	40	50	60	60	60
Asbestos Removal Notices	159	160	113	120	120
Food Inspections	1,186	1,190	1,020	1,020	1,020
Food Permits Issued	593	600	572	575	575
Housing Inspections	487	480	412	480	480
Order Letters	213	225	227	225	225
Tanning Salon Inspections	5	4	4	4	4
Weighing/Measuring Devices Tested for Accuracy					
Scales	254	250	171	250	300
Gasoline/Fuel Oil	108	100	108	108	108
Taxi Meter	38	56	45	40	40
Scanner Inspections	15	3*	16	20	15

*Inspected every other year

PERFORMANCE / WORKLOAD INDICATORS (Con't.)

	ACTUAL FY2017	ESTIMATE FY2018	ACTUAL FY2018	ESTIMATE FY2019	ESTIMATE FY2020
CHILD HEALTH					
% Day Care Attendees w/Complete Immunization Status	98%	98%	98%	98%	98%
Lead Poisoned Children	0	0	1	0	0
Child Immunizations (Indvls)	323	323	291	300	300
Day Care Visits / Consults	121	120	120	120	120
Day Care Ed. Programs	20	20	20	20	20
COMMUNITY HEALTH					
Disease Outbreaks Tracked	6	N/A	2	N/A	N/A
Disease Cases Confirmed	299	N/A	295	N/A	290
Animal Bites to Humans	94	100	122	100	100
Total Flu Shots	954	1,000	931	1,000	1,000
Town Employee Flu Shots	250	250	266	250	250
TB Screening (Mantoux)	11	10	4	5	5
TB Infected Persons	56	70	62	70	62
Active TB Cases	2	N/A	1	N/A	N/A
Blood Press. Screenings	100	90	101	90	90
EMERGENCY PREPAREDNESS					
Number of MRC Volunteers (total)	262	280	275	300	275
Number of MRC Trainings	10	8	13	8	10
Number of MRC Events/Deployments	9	12	15	12	12
Number of MRC Volunteer Hours	886	1,000	1,185	1,000	1000
Number of EP Buddy 1 to 1 pairs	19	25	16	30	20
Number of EP Buddy Presentations	17	20	22	25	25
Number of Residents Reached via EP Bu	148	200	250	250	275
MENTAL HEALTH					
Residents Served	3,590	3,620	3,610	3,620	3,610
Counseling Services	33,856	33,230	34,630	33,230	35,220
Outreach services	8,464	8,250	8,250	8,250	8,345
Consultation to Town & Community agency staff hours	2,304	2,320	2,335	2,320	2,468
Community Crisis Intervention	374	415	657	657	625
Family/individual eviction & homelessness prevented	143	115	115	115	125
Number of Students Served in BYRT	71	70	72	70	68

PERFORMANCE / WORKLOAD INDICATORS (Con't.)

	ACTUAL FY2017	ESTIMATE FY2018	ACTUAL FY2018	ESTIMATE FY2019	ESTIMATE FY2020
SUBSTANCE ABUSE - BHS students*					
Lifetime marijuana use	26%	26%	26%	26%	26%
Heavy marijuana use	4%	4%	4%	4%	4%
Lifetime alcohol use	36%	36%	36%	36%	36%
Binge drinking	18%	18%	18%	18%	15%
Alcohol use before age 14	8%	8%	8%	8%	8%
Lifetime tobacco use	17%	17%	17%	17%	15%
Tobacco use past 30 days	5%	5%	5%	5%	5%

**These data are collected every two years from the BHS Student Health Survey.*

Prevention/Intervention Services					
Peer Leader Health Class Presentations	55	60	56	60	50
Community/Parent Presentations	15	20	14	20	15
Students served	148	150	264	150	200
Counseling Service hrs./Youth	1,650	1,800	2280	1,800	2000
School Violation Referrals	16	15	57	15	50
Police/Youth Diversion	6	6	14	6	5
ADMINISTRATION					
% of inspectional and permit information available online.	70.0%	70.0%	70.0%	70.0%	70.0%
Overweight / obesity rate among Brookline school age children	15.0%	15.0%	15.0%	15.0%	15.0%
Overweight / obesity rate among school age children (State avg.)	23.6%	23.0%	23.0%	23.0%	23.0%
% High School students using tobacco products * (Brookline)	5%	5%	5%	5%	5%
% High School students using tobacco products (State avg.)	10%	10%	10%	10%	10%
Life Expectancy at birth (Brookline)	87	87	87	87	87
Life Expectancy at birth (State)	82	82	82	82	82
Number of confirmed unintentional opiod deaths in Brookline	6	N/A	1	N/A	N/A
Infant Mortality Rate (Brookline)**	N/A	N/A	N/A	N/A	N/A
Infant Mortality Rate (State)	N/A	N/A	N/A	N/A	N/A

***Rates are per 1,000 live births.*

TOWN OF BROOKLINE FY2020 PROGRAM BUDGET	PROGRAM GROUP: Human Services PROGRAM: Health and Human Services

SUMMARY OF SUB-PROGRAMS

SUB-PROGRAMS	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Administration	302,416	318,246	306,432	(11,814)	-3.7%
Environ. Health	448,848	472,179	474,280	2,101	0.4%
Child Health	33,500	69,860	69,190	(671)	-1.0%
Community Health	146,874	121,625	122,135	510	0.4%
Mental Health	171,015	177,889	181,430	3,541	2.0%
Substance Abuse	78,374	82,576	82,576	0	0.0%
TOTAL	1,181,028	1,242,374	1,236,042	(6,332)	-0.5%

Administration

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Personnel	223,963	229,860	232,690	2,830	1.2%
Services	13,973	18,323	18,322	(1)	0.0%
Supplies	16,822	8,000	8,000	0	0.0%
Other	4,952	3,720	3,720	0	0.0%
Utilities	38,686	36,823	39,515	2,692	7.3%
Capital	4,020	21,520	4,185	(17,335)	-80.6%
TOTAL	302,416	318,246	306,432	(11,814)	-3.7%

Environmental Health

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Personnel	426,679	450,029	452,130	2,101	0.5%
Services	21,805	19,000	19,000	0	0.0%
Supplies	364	2,900	2,900	0	0.0%
Other	0	250	250	0	0.0%
Utilities	0	0	0	0	0.0%
Capital	0	0	0	0	0.0%
TOTAL	448,848	472,179	474,280	2,101	0.4%

Child Health

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Personnel	33,199	68,310	67,640	(671)	-1.0%
Services	0	0	0	0	0.0%
Supplies	301	1,500	1,500	0	0.0%
Other	0	50	50	0	0.0%
Capital	0	0	0	0	0.0%
TOTAL	33,500	69,860	69,190	(671)	-1.0%

Community Health

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Personnel	146,442	119,725	120,235	510	0.4%
Services	0	0	0	0	0.0%
Supplies	432	1,850	1,850	0	0.0%
Other	0	50	50	0	0.0%
Capital	0	0	0	0	0.0%
TOTAL	146,874	121,625	122,135	510	0.4%

Mental Health

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Personnel	0	0	0	0	0.0%
Services	171,015	177,039	180,580	3,541	2.0%
Supplies	0	850	850	0	0.0%
Other	0	0	0	0	0.0%
Capital	0	0	0	0	0.0%
TOTAL	171,015	177,889	181,430	3,541	2.0%

Substance Abuse

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Personnel	78,274	82,526	82,526	0	0.0%
Services	0	0	0	0	0.0%
Supplies	100	0	0	0	0.0%
Other	0	50	50	0	0.0%
Capital	0	0	0	0	0.0%
TOTAL	78,374	82,576	82,576	0	0.0%

TOWN OF BROOKLINE FY2020 PROGRAM BUDGET	PROGRAM GROUP: Human Services PROGRAM: Health and Human Services

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2017	NUMBER OF POSITIONS FUNDED FY2018	FY2019 SALARY RANGE LOW	FY2019 SALARY RANGE HIGH	FY2019 BUDGET NO.	FY2019 BUDGET AMOUNT	FY2020 RECOMMENDATION NO.	FY2020 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Dir. of Health and Human Services	D-6	1.00	1.00	112,267	132,245	1.00	122,758	1.00	124,599
	Chief Sanitarian/Asst. Dir. of Health	T-12	1.00	1.00	90,447	102,336	1.00	102,336	1.00	102,336
	Public Health Nurse		1.00	1.00		100,427	1.00	100,427	1.00	100,427
	Coord. Substance Abuse & Violence Prev.	T-7	1.00	1.00	72,938	82,526	1.00	82,526	1.00	82,526
	Public Health Sanitarian	GN-11	1.00	1.00	73,123	76,803	1.00	76,803	1.00	76,803
	Senior Public Health Inspector	GN-10	3.00	3.00	67,085	70,461	3.00	208,008	3.00	209,114
	Principal Clerk	C-10	1.00	1.00	58,180	60,658	1.00	59,492	1.00	59,775
	Senior Clerk Stenographer	C-5	1.00	1.00	46,510	48,640	1.00	46,510	1.00	47,216
	Subtotal		10.00	10.00			10.00	798,860	10.00	802,796
510102	Permanent Part Time Salaries									
	Senior Public Health Inspector	GN-10	0.49	0.49	67,085	70,461	0.49	32,872	0.49	33,706
	Sealer of Weights/Measures	GN-5	0.43	0.43	48,289	50,719	0.43	23,561	0.43	23,561
	Day Care Inspector		0.60	0.60			0.60	33,858	0.60	33,858
	Community Health Manager [1]	T-7	0.80	0.80	72,938	82,526	0.80	66,021	0.80	66,021
	Offset from private grant							(23,663)		(23,663)
	Subtotal		2.32	2.32			2.32	132,649	2.32	133,483
510901	Temporary Part Time Salaries									
	Student Intern (1)		0.30	0.30			0.30	500	0.30	500
								0		0
	Subtotal		0.30	0.30			0.30	500	0.30	500
	Full Time/Part Time Salaries-Grants									
	Substance Abuse Counselor	T-4	1.00	1.00	57,900	65,512	1.00	59,980	1.00	61,048
	Senior Clerk-Typist	C-4	0.65	0.65	44,006	46,113	0.93	42,415	0.93	42,415
	CASA Parent Educator		0.27	0.27			0.27	17,472	0.27	17,472
	Parent Outreach Liaison		0.27	0.27			0.27	17,472	0.27	17,472
	Coordinator Tobacco/Alcohol Program		1.00	1.00			1.00	55,116	1.00	55,116
	Graduate Student Interns (5)		1.50	1.50			1.50	10,612	1.50	10,612
	Emergency Preparation Coordinator		0.73	0.73			0.73	55,670	0.73	55,670
			5.42	5.42			5.70	258,736	5.70	259,804
	Grants									
	Private Grants							(82,242)		(81,515)
	School Dept. Reimb.							(58,709)		(61,048)
	Federal Grants (HHS)							(102,485)		(102,241)
	State Grant							(15,300)		(15,000)
	Net Grant-Funded Salary Total							0		0
	Other									
510300	Regular Overtime							8,316		8,316
513044	Longevity Pay							5,350		5,350
513046	Health Inspectors Specialty Pay							2,000		2,000
515501	Uniform/Clothing Allowance/ In Lieu of Boots							2,775		2,775
	Subtotal							18,441		18,441
	Total		**12.62**	**12.62**			**12.62**	**950,450**	**12.62**	**955,220**

[1] 30% of this position is funded via a private grant

TOWN OF BROOKLINE FY2020 PROGRAM BUDGET	PROGRAM GROUP: Human Services PROGRAM: Veterans

PROGRAM DESCRIPTION

The Department of Veterans' Services, as mandated by Massachusetts General Laws, Chapter 115, assists eligible Veterans and/or their dependents. The Department provides direct financial aid and assistance in paying medical bills to those who meet specific eligibility requirements. The Department receives reimbursement from the State for 75% of benefit expenditures and assists Veterans in obtaining benefits from the Veterans Administration (VA) and from other programs funded 100% by the Federal government.

The Director also serves as the Emergency Management Coordinator assisting Police, Fire, Public Health, Public Works, and other Town agencies in preparing to protect the residents of Brookline in the event of an emergency. Responsibilities include the preparation and updating of the Brookline Comprehensive Emergency Management Plan (CEMP) and assisting in the management of the Town's Emergency Operations Center (EOC), which is located at the Municipal Service Center (MSC) on Hammond street.

Additional departmental responsibilities include the planning of all Memorial Day activities, the registration and decoration of Veterans' graves, and making arrangements for the Veterans Day Program.

BUDGET STATEMENT

The FY20 budget increases $207 (0.1%). Personnel increases $207 (0.1%), due to an increase to Steps.

PROGRAM COSTS_ VETERANS' SERVICES

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19	
				$ CHANGE	% CHANGE
Personnel	182,913	175,295	175,502	207	0.1%
Services	1,988	2,388	2,388	0	0.0%
Supplies	636	650	650	0	0.0%
Other	117,799	163,535	163,535	0	0.0%
Capital	510	510	510	0	0.0%
TOTAL	303,845	342,378	342,585	207	0.1%
BENEFITS			103,269		
REVENUE	88,311	95,287	95,287	0	0.0%

FY2020 OBJECTIVES

1. To continue to provide to Brookline veterans and their families the highest level of service and the most aggressive advocacy possible as we continue to have brave young men and women returning home from the war.
2. To provide our veterans and their families with the services they require in a professional manner ensuring they are treated with the highest level of dignity and respect.
3. To assist veterans with seeking alternative sources of income (SS, SSI, SSDI, unemployment, healthcare Medicare/Medicaid, Mass Health, Springwell) and housing to lessen the Town's financial burden.
4. To continue to maintain a high level of accuracy in reporting and filing Veteran's Benefits forms to the State Department of Veterans' Services, resulting in a 75% reimbursement to the Town.
5. To work with the Veteran's Administration on the Veterans Affairs Supportive Housing (VASH) Program, the Court Street Shelter for Veterans, Brookline Housing Authority and other social service agencies in securing housing for veterans and their dependents in crisis.
6. To continue to work with the Veterans of Foreign Wars, American Legion and all other Veterans' organizations to coordinate the Memorial Day, Veterans Day observances.
7. To work with and provide leadership for both the VFW and American Legion as they continue to revitalize their Veterans' Post, making it more pertinent to a younger, more diverse generation of veterans. The Veterans' Post building is both a tremendous asset to the veterans of Brookline and to the entire community at large.
8. To coordinate with VA Social Workers and Case Managers to help assist with the transition of returning veterans from conflicts throughout the world, by aiding them in applying for benefits such as medical, financial, educational, employment, and outreach counseling and to refer veterans in need of legal advice to the Massachusetts Bar Association, which offers pro bono legal counsel.
9. To provide assistance and advocacy for veterans applying for VA benefits including Compensation and Pension, Montgomery GI bill, VA Healthcare and widow pensions.
10. To Increase outreach to our veterans who are seniors who may have never used the VA healthcare system before, but due to their financial situation may be in need of additional medical or pharmacy care at lower costs.
11. To case manage all MGL. Ch. 115 cases, all PTSD claims and all recently separated veterans and assist them in not only obtaining all their benefits but in readjusting to civilian life.
12. To continue to manage the Town of Brookline's Veterans' Temporary Employment Initiative which assists so many of our recently separated veterans who are attending school or just graduated and has truly been an asset to the community.
13. To conduct flag raising ceremonies to honor deceased Brookline veteran's military service.

FY2019 ACCOMPLISHMENTS

1. Continued to achieve approval of all Veterans' Benefits by filing precise and accurate claims to the State Veterans' Services Department. Dept. of Veterans' Services working with the Treasurers Officer reviews all reimbursements to ensure there are no discrepancies and adjudicates with Mass. Vet Services to ensure we receive all of our reimbursements due.
2. Provided financial assistance to approximately 20 Brookline veterans and their families in their time of need.
3. Reduced the costs to the Town by ensuring that all veterans and their dependents receiving financial assistance under Mass. General Laws Chapter 115 have health, prescription coverage and by seeking alternate sources of income for our veterans.
4. Assisted veterans to obtain both VA and SSDI income.
5. Filed monthly reports in a timely manner to the State Department of Veterans' Services achieving maximum reimbursement to the Town. (75% of all MGL Ch. 115 costs)
6. Strengthened our bonds with the Boston VAMC resulting in us being able to coordinate much faster veteran appointments and assistance. It remains our highest priority to ensure that our veterans receive the best quality healthcare in the timeliest manner.
7. Assisted veterans/dependents in filing VA Claims for service-connected and non-service connected disabilities, burial allowances, widows' pensions, Aid and Attendance and educational benefits. In addition, continued to maintain over 300 VA case files in-house.
8. Obtained or increased pensions by between $100,000 and $150,000 per year in benefits to Brookline veterans. Our office worked with the VA Regional Office to assist our veterans obtaining needed VA benefits.
9. Assisted the Brookline American Legion and VFW Post with attracting a new and diverse generation of veterans to join the Veterans' Post.
10. Received and forwarded donations of clothing, furniture and medical equipment for veterans to the Veterans' Homeless Shelter in Boston, Chelsea Soldiers Home, and the VA Hospitals.
11. Successfully coordinated and executed the Town's Memorial Day and Veterans Day observances.
12. Continued to work with Brookline Mental Health, Council on Aging, and the VA Outpatient Program to ensure proper mental health treatment for veterans in need of assistance. This office managed more than 30 PTSD cases during the year.
13. Assisted six veterans who suffered from severe PTSD from combat or Military Sexual Trauma in getting the help they needed at critical moments in their lives.
14. Provided complete case management to insure each returning veterans needs were met while adjusting back to civilian life. We continue to see veterans who return from the war, successfully work through adjustment issues, graduate college, start families and obtain homes.
15. In conjunction with the Massachusetts One-Stop Career Centers and the Vocational Rehabilitation and Employment Program, we assisted four veterans with obtaining the necessary training and tools needed to gain employment.

FY2019 ACCOMPLISHMENTS (Con't.)

15. Monitored day-to-day progress of all veterans receiving benefits, and ensured they are staying on track with their scheduled treatment plans (drug/alcohol counseling, psychiatrist/psychologist appointments, and medications). Case managed over 60 MGL. Ch. 115 cases and VA cases per month.
16. Managed the veterans' temporary employment initiative program for the Town of Brookline. This program has successfully assisted four veterans in FY17 in part-time employment while they either attended college or were seeking full-time employment. The Employment Program continues to be a complete success providing both financial assistance and valuable civilian work experience to our veterans. The program has also been a great value to Town departments as our veterans have been an asset in helping the host departments in achieving their goals.
17. Working with the VFW, found and honored a Congressional Medal of Honor recipient buried in Holyhood Cemetery.
18. Working with DPW and the Naming Committee erected an Honor Square for Walter F. Brookings, a Brookline resident killed in WWII.
19. Conducted honor flag raising with a special tribute to the men who were slaves who fought during the American Revolution for all of our freedoms. This was done in coordination with Hidden Brookline Committee and Brookline High School.
20. Held numerous flag raising ceremonies outside Town Hall to honor deceased veterans from Brookline.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2017	ESTIMATE FY2018	ACTUAL FY2018	ESTIMATE FY2019	ESTIMATE FY2020
Performance:					
% of Claims Approved by the State	100%	100%	100%	100%	100%
Workload:					
Recipients of Benefits (Monthly Average)	17	17	17	18	18
Service Recipients	1,000	1,000	1,000	1,000	1,000
Information Requests	1,200	1,200	1,200	1,200	1,200

TOWN OF BROOKLINE FY2020 PROGRAM BUDGET	PROGRAM GROUP: Human Services PROGRAM: Veterans

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2017	NUMBER OF POSITIONS FUNDED FY2018	FY2019 SALARY RANGE LOW	FY2019 SALARY RANGE HIGH	FY2019 BUDGET NO.	FY2019 BUDGET AMOUNT	FY2020 RECOMMENDATION NO.	FY2020 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Veterans Director / Emergency Prep. Coordinator	T-10	1.00	1.00	82,045	92,830	1.00	92,830	1.00	92,830
	Head Clerk	C-8	1.00	1.00	51,502	53,682	1.00	52,727	1.00	52,938
	Subtotal		2.00	2.00			2.00	145,557	2.00	145,768
510901	Temporary Part Time									
	Temporary Workers					$13.98/hr.		27,602		27,602
								27,602		27,602
	Other									
510300	Overtime							836		832
513044	Longevity Pay							750		750
515501	Clothing/Uniform Allowance (In lieu of boots)							550		550
	Subtotal							2,136		2,132
	Total		**2.00**	**2.00**			**2.00**	**175,295**	**2.00**	**175,502**

TOWN OF BROOKLINE FY2020 PROGRAM BUDGET	PROGRAM GROUP: Human Services PROGRAM: Council on Aging

PROGRAM DESCRIPTION

The Brookline Council on Aging (C.O.A.) is responsible for planning, coordinating, and providing comprehensive services for Brookline residents age 60 and over. The Council works with other Town agencies and community providers to enhance the quality of life for our elders. The Council's goal is to maintain independence, dignity, and connection throughout the life span.

Membership on the C.O.A. board includes representatives of six Town departments, 11 citizens, and 15 associate member citizens. Core services include transportation, geriatric social work, home care, advocacy, legal assistance, employment assistance, information and referral, and volunteer opportunities.

The C.O.A. operates the Brookline Senior Center at 93 Winchester Street, a centrally located facility where those 60 and older can go for socialization, activity, and services. Programs include: breakfast, lunch, health clinics, health education programs, exercise classes, Asian outreach, Russian outreach, ESL classes, computer lab, Adult Education classes, art exhibits, and recreational opportunities.

BUDGET STATEMENT

The FY20 budget represents a $3,792 (0.4%) increase. Personnel increases $4,187 (0.5%), due to Steps ($5,929). The increase is partially offset by a decrease in Longevity ($1,742).

Utilities decreases $395 (0.6%), due to a decrease to Electricity ($1,970). The increase is partially offset by an increase to Natural Gas ($1,375) and Water and Sewer ($200).

PROGRAM COSTS. COUNCIL ON AGING

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Personnel	777,312	822,520	826,708	4,187	0.5%
Services	39,165	43,583	43,583	0	0.0%
Supplies	19,722	19,763	19,763	0	0.0%
Other	1,682	4,250	4,250	0	0.0%
Utilities	58,746	61,996	61,601	(395)	-0.6%
Capital	5,700	5,700	5,700	0	0.0%
TOTAL	902,328	957,812	961,605	3,792	0.4%
BENEFITS			503,035		
REVENUE	0	0	0	0	0.0%

FY2020 OBJECTIVES

1. To fundraise private money to support Council on Aging transportation programs covering full salary cost of van driver, substitute van driver, substitute bus driver, extended operation of bus including nights and weekends, and all fuel costs.
2. To maintain the pilot transportation program that provides Brookline seniors Lyft and Uber rides by using private donations.
3. To advocate that rideshare revenue resources allocated to the Town of Brookline be utilized in part by a senior transportation program.
4. To create and implement a sustainability plan for the TRIPPS program—the three-year pilot will end June 2019, and the COA is committed to maintaining its best practices.
5. To maintain an Alzheimer's respite program that provides caregivers support and services so that Brookline residents with Alzheimer's have the option of staying at home.
6. To recruit, train, support and utilize volunteers at the Brookline Senior Center.
7. To advocate for and provide jobs for vulnerable low income elders at risk of poverty.
8. To provide geriatric assessments, counseling and case management services to Brookline elders and their families.
9. To provide high quality, affordable homecare to Brookline elders and their families.
10. To provide information and referral services to Brookline elders and their families.
11. To provide a variety of interesting daily/diverse programs at the Senior Center.
12. To collaborate with Brookline elder care agencies to provide quality programs and services.
13. To continue to explore efforts on diversity to ensure all elders are served with particular emphasis on Spanish, Asian and Russian elders.
14. To continue to provide leadership to BrooklineCAN-Brookline Community Aging Network.
15. To assist the nonprofit in fundraising activities to cover the cost of personnel, programs, services and supplies not covered by the Town.
16. To work with other Town departments and agencies on intergenerational activities.
17. To conduct outreach to Brookline elders with special emphasis on increasing their access to benefit programs such as SNAP, Fuel Assistance and Food Commodity program.
18. To obtain CDBG funding for critical programs of transportation for low income elders.
19. To continue implementing the action steps submitted to WHO Age Friendly Cities Project.
20. To expand fitness offerings to low income elders with special emphasis on Brookline Housing Authority residents.
21. To increase the number of tax work off participants to 35. Each participant will provide 125 hours of service to various Town departments.
22. To continue offering 10 renters a $1000 stipend for their work at the Senior Center or other Town departments.
23. To continue to partner with LGBT Aging Project on training and supportive programs for gay, lesbian, bisexual and transgender elders.
24. To conduct annual survey of Senior Center participants and/or volunteers.
25. To continue to provide support and services to Brookline residents and their families with Alzheimer's disease including hosting a Memory Café program.
26. To continue an active food distribution program for low income Brookline elders.
27. To continue providing durable medical equipment exchange program to Brookline elders and their families.
28. To update and distribute in print and online the Elder Resource Guide.
29. To continue to expand weekend and evening programs at the Brookline Senior Center.

FY2020 OBJECTIVES (Con't.)

30. To continue food commodity program which provides monthly non-perishable food items for low-income elders.
31. To continue to host and provide support to the MA Association of the Blind assisted technology program (VIBRANT).

FY2019 ACCOMPLISHMENTS

1. The Brookline Council on Aging and MA Association for the Blind received a State grant to provide assisted technology training to vision impaired seniors.
2. The Brookline Council on Aging and Newton Council on Aging were awarded funding for a third year grant from the State Department of Transportation to continue the transportation mobility training program. This project utilizes volunteers and interns to train other council on aging across the state.
3. Our pilot Expanded Transportation Program, utilizing Lyft, continued with private donations to increase transportation options for Brookline seniors.
4. Successfully raised enough private money to fund entire Van program, substitute elder bus driver and fuel expenses of the van and elder bus.
5. Partnered with LGBT Aging project to provide bereavement workshop and support groups for LGBT seniors at the Brookline Senior Center.
6. Assisted over 185 individuals with income tax forms partnering with AARP and using their three trained volunteers.
7. Received a grant from a family fund from Boston Foundation to support a popular art class held at the Brookline Senior Center.
8. Partnered with Town Assessor to provide property tax relief to Brookline seniors.
9. HELP Program continues to provide essential home care services at an affordable rate to 486 elders.
10. Partnered with Goddard House, Center Communities, JF&CS, Brookline Adult Education and BrooklineCAN to provide programs and educational forums for Brookline Seniors and their families.
11. Successfully received support in the amount of $253,894 from the nonprofit Brookline Multi-Service Senior Center Corp. for salaries, supplies and program supports.
12. Continued Careers in Aging Program with four teenagers volunteering at the Brookline Senior Center in the summer.
13. Mailed September News and Events to 10,816 Brookline elders over the age of 60 providing valuable information on programs and services.
14. Conducted an annual survey of Senior Center participants focusing on food insecurity issues. The data from this survey was used to successfully apply for a Brookline Community Foundation Grant to fund our food insecurity programs.
15. Revised and re-printed the seventh edition of the Elder Resource Guide and distributed 1,500 copies as well as updated it on the web page.
16. Increased operation to include limited night and weekend programs at no cost to the Town.

FY2019 ACCOMPLISHMENTS (Con't.)

17. Provided transportation services to over 740 different elders.
18. Provided ongoing leadership to the volunteer community initiative BrooklineCAN (Brookline Community Aging Network) to create a database for potential volunteers.
19. Secured $287,108.00 in Federal, State and private grant monies.
20. Continued providing a Repair Referral Service that connects elders with vetted contractors such as plumbers, electricians and handy man services.
21. Maintained Brookline's status as a World Health Organization Age Friendly Town and developed an action plan to promote aging in place.
22. Provided strong programs to assist Asian, Russian and Hispanic elders.
23. Continued to offer Alzheimer's Support Group in both the day and evening for family members coping with Alzheimer's.
24. Assisted elders seeking part time work with workshops and support groups as well as job placement services.
25. Continued to provide weekly food distribution program that allows elders to select donated produce, bread and other perishable items.
26. Continued monthly Memory Café program. This program offers support and stimulation for those experiencing memory problems. Held a second 1-day Memory Camp in August.
27. Continued a food commodity program that provides non-perishable grocery items once a month to low income elders.
28. Recruited, trained and supervised 433 volunteers who provide essential services and programs at the Brookline Senior Center.
29. Continued to provide durable medical equipment loans to the community.
30. Maintained a fitness program including strength training, exercise classes, and individual fitness counseling for Brookline older adults.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2017	ESTIMATE FY2018	ACTUAL FY2018	ESTIMATE FY2019	ESTIMATE FY2020
Elderbus / Van Contributions					
Donated*	$6,328	$6,300	$6,446	$6,300	$6,400
Van Program					
Rides Given	5,393	4,200	4,372	4,200	4,200
Number of Riders	273	275	275	275	275
New Riders	28	25	24	25	25
$ donated to Town	$26,000	$28,000	$22,500	$28,000	$25,000
Volunteers - Total	410	390	433	390	400
Volunteers - New	100	80	69	80	70
Estimated volunteer Hrs.	44,200	45,000	41,000	45,000	41,000
Job Placements	47	50	52	50	57
Total Caseload	147	150	147	150	150
Tax Work off Participants	27	30	30	30	35
Low-income elders employed	15	19	15	19	15
Geriatric Social Work					
New Referrals	62	60	70	60	60
Case consultations	123	120	120	120	120
Homecare Program (HELP)					
New Referrals	74	75	115	75	75
Total Clients	438	400	486	400	400
Information/Referral					
Annual Phone Calls	10,500	10,500	10,500	10,500	10,500
Taxi Discount Program (BETS)					
Total Clients	257	250	442	250	442
New Referrals	39	40	29	40	30
Senior Center					
Average # Daily Programs	15	15	15	15	15
Average # Daily Participants	175/600	175/600	225/650	175/600	225/650

*Donations for bus/van pay for gas, oil, and substitute drivers. Private donations pay for the van driver's entire salary. Prior to FY2003, donations funded the Elderbus Driver's salary. The position is now fully-funded by the Town, so donations support fuel and maintenance costs.

TOWN OF BROOKLINE FY2020 PROGRAM BUDGET	PROGRAM GROUP: Human Services PROGRAM: Council on Aging

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2017	NUMBER OF POSITIONS FUNDED FY2018	FY2019 SALARY RANGE LOW	FY2019 SALARY RANGE HIGH	FY2019 BUDGET NO.	FY2019 BUDGET AMOUNT	FY2020 RECOMMENDATION NO.	FY2020 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Director	D-4	1.00	1.00	95,368	112,339	1.00	112,339	1.00	112,339
	Supervisor of Services	T-7	1.00	1.00	72,938	82,526	1.00	82,526	1.00	82,526
	Program Manager	T-5	1.00	1.00	62,533	70,753	1.00	70,753	1.00	70,753
	Clinical Social Worker III	T-4	1.00	1.00	57,900	65,512	1.00	65,512	1.00	65,512
	Home Care Coordinator (HELP)	T-3	1.00	1.00	53,611	60,659	1.00	57,532	1.00	58,556
	Clinical Social Worker II	T-3	2.00	2.00	53,611	60,659	3.00	167,881	3.00	169,790
	Building Custodian	MN-2	1.00	1.00	50,106	52,658	1.00	51,366	1.00	52,008
	Administrative Assistant	C-8	1.00	1.00	51,502	53,682	1.00	52,207	1.00	52,727
	Bus Driver	GN-3	1.00	1.00	39,253	41,229	1.00	39,901	1.00	40,559
	Subtotal		10.00	10.00			11.00	700,016	11.00	704,769
510102	Permanent Part Time Salaries									
	Group Leader	GN-2	0.59	0.59	35,684	37,481	0.59	22,123	0.59	22,566
	Clinical Social Worker II	T-3	1.33	1.33	53,611	60,659	0.50	36,634	0.50	37,367
	BETS Coordinator		0.33	0.33		$14.26 /hr.	0.33	9,139	0.33	9,139
	Community Aide		0.40	0.40		$22.26 /hr.	0.40	18,046	0.40	18,046
	COA Assistant		0.11	0.11	$13.98 /hr.	$14.26 /hr.	0.11	2,964	0.11	2,964
	Staff Assistant	C-5	0.28	0.28	44,918	46,976	0.28	13,416	0.28	13,416
	Subtotal		3.04	3.04			2.21	102,322	2.21	103,497
510901	Temporary Part Time									
	Temporary Workers							10,000		10,000
	Subtotal							10,000		10,000
	Grant Funded Salaries									
	COA Assistant		1.40	1.40	$12.00 /hr.	$14.26 /hr.	1.40	40,081	1.40	40,081
	Clinical Social Worker III	T-4	0.53	0.53	57,900	65,512	0.53	33,742	0.53	33,742
	JOBS Program Coordinator		0.45	0.45		$21.27 /hr.	0.45	20,428	0.45	20,428
	Community Aides		0.89	0.89	$12.00 /hr.	$14.26 /hr.	0.89	24,517	0.89	24,517
	Community Relations Coordinator		0.00	0.43	44,178	49,985	0.43	19,610	0.43	19,610
			2.74	3.70			3.70	138,378	3.70	138,378
	Grant Off-Sets									
	State Grants (JOBS Coord., COA Asst,and Cmty. Aides)							(128,756)		(128,756)
	Private donations							(9,622)		(9,622)
								(138,378)		(138,378)
	Net Grant-Funded Salary Total							0		0
	Other									
513044	Longevity Pay							8,133		6,392
515501	Clothing/Uniform Allowance (In lieu of boots)							2,050		2,050
	Subtotal							10,183		8,442
	Total		**15.78**	**16.74**			**16.91**	**822,520**	**16.91**	**826,708**

TOWN OF BROOKLINE FY2020 PROGRAM BUDGET	PROGRAM GROUP: Human Services PROGRAM: Office of Diversity, Inclusion and Community Relations

PROGRAM DESCRIPTION

The Office of Diversity, Inclusion and Community Relations conducts a variety of activities and programs aimed at promoting Brookline as a community that is mindful and respectful of all people. The mission of the Office and the goal of the Town are to have a community characterized by the values of inclusion. The Office is instrumental in assisting the Town to create and to maintain a diverse workforce and to provide support and consultation to employees and others who are subjected to discriminatory behavior. The Office supports community projects that promote multi-cultural awareness, decrease health disparities, and foster better relationships between Brookline's diverse populations. The Office works in conjunction with Town Departments and Non-profit Organizations to develop programs for disadvantaged groups and to increase the quality of life for all Brookline residents.

The Office provides professional and administrative support to the following Town Commissions:

- Brookline Commission for the Disabled
- Brookline Commission for Women
- Brookline Commission for Diversity, Inclusion, and Community Relations
- Dr. Martin Luther King Jr. Celebration Committee
- Age Friendly Cities Committee
- Indigenous People's Day Committee

The Director serves as the Town's Chief Diversity Officer and ADA Coordinator. The Office provides assistance in applying for health insurance and other entitlement programs and advocates for those who may face discrimination, unfair housing practices, stereotyping and social injustice.

BUDGET STATEMENT

The FY20 budget increases $4,494 (1.7%). Personnel increases $3,894 (1.8%), due to an increase in Steps.

Services increases $600 (1.7%), due to an increase to Wireless Communication.

PROGRAM COSTS. OFFICE OF DIVERSITY, INCLUSION AND COMM. RELATIONS					
CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Personnel	210,239	222,124	226,017	3,894	1.8%
Services	7,642	35,000	35,600	600	1.7%
Supplies	6,843	10,500	10,500	0	0.0%
Other	3,800	3,650	3,650	0	0.0%
Capital	394	875	875	0	0.0%
TOTAL	228,918	272,149	276,642	4,494	1.7%
BENEFITS			84,154		
REVENUE	0	0	0	0	0.0%

FY2020 OBJECTIVES

1. To collaborate with the Martin Luther King, Jr. Day Celebration Committee to create and commence event(s) to honor past and current civil rights efforts.
2. To collaborate with local agencies to create and commence the Annual Youth Awards event.
3. To continue to create and to commence informational materials and events that promotes fair housing awareness.
4. To continue to provide professional and administrative support to the Diversity, Inclusion, and Community Relations Commission, the Women's Commission, the Commission for Disabilities, Indigenous People's Day Committee, and Hidden Brookline.
5. To continue to collaborate with Town agencies and departments to further Age-Friendly City initiatives.
6. To continue to collaborate with Town agencies and departments to commence domestic violence awareness campaigns and programs.
7. To continue to provide government-sponsored health insurance/entitlement application assistance to Brookline individuals and families.
8. To continue to be a partner with community entities to develop better programs and strategies that will assist Brookline individuals and families thrive.
9. In conjunction with Human Resources and the Commission for Diversity, Inclusion and Community Relations, monitor employment trends as they relate to diversity and inclusion.
10. To continue to evaluate and modify Town strategies designed to promote diversity in its workforce and Town boards/commissions.
11. To collaborate with Town agencies/organizations to increase voter participation with emphasis on the young adult and low-income populations.
12. To collaborate with Town agencies, departments, and community entities to create and promote cultural events within the Town.
13. To assist individuals to resolve complaints of discriminatory behavior and practices that occurs in the Town.
14. To organize at least three job fair events in collaboration with Human Resources.
15. Meet with each Department to establish Diversity and Inclusion plans.
16. To have Town adopt a Data Management System that tracks the Diversity of vendors and contractors used by the Town.

FY2019 ACCOMPLISHMENTS

1. Staffed the Diversity, Inclusion and Community Relations Commission, the Women's Commission, and the Commission for the Disabled.
2. Provided staff support and resources to cultural events including: the Lunar New Year Celebration, Martin Luther King Day, Annual Youth Award Event, Roland Hayes Events, Artist John Wilson events that will include the acquisition and dedication of a sculpture created by the artist of MLK that will reside in the Town Hall lobby.
3. Provided support and consultation to individuals seeking assist in resolving discrimination and ADA non-compliance.
4. Provide assistance to individuals and families to apply for health insurance and government entitlements.
5. Continued to administer the portable ramp program.

FY2019 ACCOMPLISHMENTS (Con't.)

6. Collaborated with Community Groups to provide forums to promote Diversity and Inclusion.
7. Continued creating cultural exhibits displayed in Town Hall and continued developing the Brookline is Out Town webpage which included content focused on Indigenous Peoples.
8. Collaborated with the School Department and Community Groups regarding the School Naming Process for the Coolidge.
9. Held full-day training for Department Heads and supervisors regarding GARE and the use of Racial Equity Tools.
10. Conducted a race-equity evaluation on one Town Department.
11. Concluded a Town-Wide ADA Self-Evaluation.
12. Held a series of Pop-Up Town Hall events to increase civil engagement and to increase community awareness of Town Departments.
13. Continued membership and participation in the Government Alliance for Racial Equity.
14. Conducted an EEO policy training for Department Heads and Hiring Managers
15. Sponsored an Unconscious Bias Training for Town Staff, Elected Officials and Commissions.
16. Continued to work with Women and Girl's Thriving and updated the Thrive Guide.
17. Work with the Town's Purchasing Department and other Town Departments to review contracting and vendor acquisition processes as it relates to Diversity and Inclusion.
18. Hired a Community Relations Specialist
19. Strengthen Relationships with Community Groups and Organization that share interest regarding Diversity and Inclusion and Racial Equity.
20. Created an online monthly D. and I. quiz that provides prizes to participants achieving a perfect score.
21. Began collaboration with Human Resources to develop a process that will aid Departments to have representation, as appropriate, at job fairs and to find other avenues to increase diversity in applicant pools.
22. Conducted a Civic Engagement survey and an Elected/Appointment Officials Demographics survey.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2017	ESTIMATE FY2018	ACTUAL FY2018	ESTIMATE FY2019	ESTIMATE FY2020
ADA Complaints	12	15	17	15	17
Affirmative Action Complaints	0	1	0	0	0
Discriminatory Conduct Complaints	5	5	7	5	7
Housing Complaints	2	4	5	4	5
Entitlement Benefits Assistance (Health Insurance/SNAP)	30	25	25	30	25
Human Services Information and Referral	103	90	113	100	100
Program Development- Consultations-Collaborations	15	15	13	15	15
Town Department Divesity and Inclusion Consultations	12	10	15	12	15
# of Fire Fund Referrals	0	2	0	0	0
Number of Ramp Program Requests	1	3	4	4	1

TOWN OF BROOKLINE FY2020 PROGRAM BUDGET	PROGRAM GROUP: Human Services PROGRAM: Office of Diversity, Inclusion and Community Relations

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2017	NUMBER OF POSITIONS FUNDED FY2018	FY2019 SALARY RANGE LOW	FY2019 SALARY RANGE HIGH	FY2019 BUDGET NO.	FY2019 BUDGET AMOUNT	FY2020 RECOMMENDATION NO.	FY2020 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Director / Chief Diversity Officer	D-4	1.00	1.00	95,368	112,339	1.00	102,738	1.00	104,280
	Assistant Director of DICR	T-7	1.00	1.00	72,938	82,526	1.00	74,236	1.00	75,558
	Community Relations Specialist	T-4	0.72	0.72	57,900	65,512	0.72	57,900	0.72	58,931
	Offset to Handicapped Parking Fines Fund							(16,501)		(16,501)
	Subtotal		2.72	2.72			2.72	218,374	2.72	222,267
510901	Temporary Part Time Salaries									
	Student Intern (3)							3,000		3,000
			0.00	0.00			0.00	3,000	0.00	3,000
513044	Longevity Pay							750		750
	Total		**2.72**	**2.72**			**2.72**	**222,124**	**2.72**	**226,017**

PROGRAM DESCRIPTION

The Recreation Department provides high quality, safe and affordable activities and services to the community year round. Our mission is to enhance the quality of life through enriching experiences, which support the Brookline Community in developing and maintaining healthy lifestyles.

The Park and Recreation Commission consists of seven residents appointed by the Select Board and serves as the policy-making body to the Recreation Department. The Commission is responsible for providing year-round, high-quality indoor and outdoor recreation activities for children, youths, and adults. The goals of the Commission are to deliver programs that provide cultural, social, mental, and physical elements and to ensure that activities take place in well-maintained parks and facilities. The Commission is also concerned with meeting community-based needs with programs that are cost-effective and within the reach of the overall community resource base, while providing the highest level of participant satisfaction through programs that are consistently safe, supervised, and well-presented. Individuals with special conditions are entitled to full participation in any Recreation Department program.

The Recreation Department maintains three budgets: General Fund, the Golf Course Enterprise Fund and the Recreation Revolving Fund. Please see the detail of these two separate funds that follow this General Fund budget recommendation.

The General Fund has two categories: Administration and Aquatics.

The **Administration Sub-program** is responsible for the overall workings of the Department in accordance with the policies established by the Park and Recreation Commission. Staff organize, maintain, and control all recreation services, either as direct departmental functions or in cooperation with other municipal agencies or volunteer groups. These individuals recruit, select, assign, supervise and evaluate personnel, conduct in-service training sessions, and recommend new programs. The management team monitors the expenditure of funds, prepares annual estimates of financial need and master plans, and supervises the recording of receipts and expenditures.

The **Aquatics Sub- program** funds the complex that consists of three pools: a 42' x 75' lap pool, a 30' x 36' diving pool, and a 25' x 36' teaching pool. The Evelyn Kirrane Aquatics Center is available to the Public Schools of Brookline during the school year for high school athletics and health and wellness classes. Hundreds of summer campers enjoy the pool throughout the summer months.

BUDGET STATEMENT

The FY20 budget increases to $27,638 (2.5%). Personnel increases $9,876 (1.2%), due to an increase in Steps.

Utilities increases to $17,761 (13.1%), due to an increase to Electricity ($16,677) and Natural Gas ($7,380). The increase is partially offset by a decrease to Gasoline ($1,748), Diesel ($1,048), and Water and Sewer ($3,500).

PROGRAM COSTS. RECREATION DEPARTMENT					
CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Personnel	765,397	831,894	841,770	9,876	1.2%
Services	21,394	23,037	23,037	0	0.0%
Supplies	84,860	86,480	86,480	0	0.0%
Other	11,766	12,400	12,400	0	0.0%
Utilities	139,713	135,515	153,276	17,761	13.1%
Capital	4,518	4,020	4,020	0	0.0%
TOTAL	1,027,649	1,093,345	1,120,983	27,638	2.5%
BENEFITS			954,484		
REVENUE	64,000	64,000	84,000	20,000	31.3%

FY2020 OBJECTIVES

1. To complete full implementation of New Software Platform to include cost recovery for department wide use.
2. To expand interactive features on website for better customer experience and insight about programs and services.
3. To complete assessment of program options and gain insight into current community needs.
4. To complete an assessment of current field use and complete community needs assessment.
5. To complete a Capital Improvement Filter Project at the Evelyn Kirrane Aquatic Center (EKAC).

FY2019 ACCOMPLISHMENTS

1. Completed extensive review process for new registration software, then fully implement for department wide use.
2. Completed our first Annual Brookline Day online survey, with over 350 respondents, to show 95% overall community satisfaction with Brookline Day 2018.
3. Updated the Larz Anderson/Jack Kirrane Ice Rink Warming Hut with new paint, a porch addition, and outdoor furniture, large TV to celebrate staff and community, and new pictures to enhance the customer experience and better share our history story.
4. Implemented first mandatory full time staff Diversity and Inclusion Training at the Annual All Staff Meeting in October 2018.
5. Created new partnerships with Windsor and Dexter – Southfield School to utilize their space to support Brookline community programming.
6. Soule Early Childhood Education achieved full American Montessori Affiliation and membership.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2017	ESTIMATE FY2018	ACTUAL FY2018	ESTIMATE FY2019	ESTIMATE FY2020
Registration by Telephone/ Mail	13,398	13,300	14,807	13,000	11,000
$ Collected	$1,983,485	$1,865,000	$1,706,670	$1,600,000	$1,267,860
On-Line Registration/Payment					
# of Registrations	6,699	7,100	5,277	7,600	9,000
$ Collected	$991,743	$1,235,000	$971,341	$1,100,000	$1,410,151
% of fees paid with credit cards	85%	85%	82%	85%	87%
Telephone Inquiries/month	1,600	1,650	1,800	1,650	1,500
Recreation General Emails	8,148	8,200	8,213	8,200	8,200
Social Networking Inquiries					
Facebook Likes	1,613	1,800	1,883	2,000	2,100
Twitter Followers	1,690	1,800	1,844	1,900	1,950
Instagram Followers	377	400	507	550	600
Usage of Brookline Day free shuttles	3,500	3,750	3,750	3,850	4,000
Volunteers					
# of Volunteers	574	580	796	750	750
# of Hrs Total	10,285	10,335	10,406	10,450	10,475
$ Equivalent	$143,784	$143,760	$144,747	$149,017	$152,307
Rec Therapy					
# of Volunteers	178	180	90	95	100
# of Hrs Total	7,145	7,150	2,833	2,975	3,100
$ Equivalent	$99,887	$99,957	$42,495	$44,625	$46,500

TOWN OF BROOKLINE FY2020 PROGRAM BUDGET	PROGRAM GROUP: Leisure Services PROGRAM: Recreation

SUMMARY OF SUB-PROGRAMS					
	ACTUAL	BUDGET	REQUEST	FY20 vs. FY19	
SUB-PROGRAMS	FY2018	FY2019	FY2020	$ CHANGE	% CHANGE
Administration	602,981	651,072	660,792	9,721	1.5%
Swimming Pool	424,667	442,273	460,191	17,918	4.1%
TOTAL	1,027,649	1,093,345	1,120,983	27,638	2.5%

Administration

SUB-PROGRAM COSTS					
CLASS OF	ACTUAL	BUDGET	REQUEST	FY20 vs. FY19	
EXPENDITURES	FY2018	FY2019	FY2020	$ CHANGE	% CHANGE
Personnel	517,848	537,906	546,045	8,139	1.5%
Services	21,076	22,245	22,245	0	0.0%
Supplies	32,281	49,980	49,980	0	0.0%
Other	11,766	12,400	12,400	0	0.0%
Utilities	16,181	24,941	26,102	1,161	4.7%
Capital	3,829	3,600	4,020	420	11.7%
TOTAL	602,981	651,072	660,792	9,721	1.5%

Swimming Pool

SUB-PROGRAM COSTS					
CLASS OF	ACTUAL	BUDGET	REQUEST	FY20 vs. FY19	
EXPENDITURES	FY2018	FY2019	FY2020	$ CHANGE	% CHANGE
Personnel	247,549	293,987	295,725	1,738	0.6%
Services	318	792	792	0	0.0%
Supplies	52,579	36,500	36,500	0	0.0%
Other	0	0	0	0	0.0%
Utilities	123,532	110,574	127,174	16,600	15.0%
Capital	689	420	0	(420)	0.0%
TOTAL	424,667	442,273	460,191	17,918	4.1%

COST RECOVERY

Cost Recovery measures the extent to which the cost of the Department is supported by user fees versus tax dollars. For many recreation departments across the country, a cost recovery model is used for long-range strategic financial planning. The Brookline Recreation Department has begun implementing a cost recovery policy. The policy identifies the percentages of programs and services that are to be subsidized by tax dollars by assigning a level of community benefit, and allocating a subsidy accordingly.

For example, a program or service that provides the highest level of "community benefit" will have a smaller cost recovery than a program or service that is "highly individual." This approach to cost recovery follows the "Pyramid Methodology" that was developed in 2009. The Park and Recreation Commission adopted the methodology that year, with a three-year implementation goal. The Commission's fundamental purpose in implementing a cost recovery methodology is to provide accurate accounting and transparency to the community, and to achieve a clear, consistent approach to the pricing of programs and services that the Recreation Department offers in the community.

	ACTUAL	BUDGET*	REQUEST
REVENUES	FY2018	FY2019	FY2020
General Fund	64,000	64,000	84,000
Revolving Fund	3,005,281	3,296,917	3,067,585
Golf Enterprise Fund	1,460,701	1,512,005	1,722,098
TOTAL	4,529,982	4,872,922	4,873,683
EXPENDITURES			
General Fund	1,027,649	1,093,345	1,120,983
General Fund Benefits est. (current employees)	364,430	363,053	392,520
Revolving Fund	2,779,575	3,300,000	3,067,585
Golf Enterprise Fund	1,392,193	1,512,005	1,722,098
TOTAL	5,563,847	6,268,402	6,303,187
Cost Recovery	**81.4%**	**77.7%**	**77.3%**
General Fund Subsidy	**18.6%**	**22.3%**	**22.7%**

*In FY19 $20,000 in additional funding was provided by the revolving fund to support permit activities in the parks. This support was included as a local receipt in FY20.

FINANCIAL ASSISTANCE

The Recreation Department will not turn away any resident from participating in any program because of financial reasons. The Department provides financial aid for program fees to all qualified Brookline families. It is the policy of the Park and Recreation Commission to reach out to all families in need to ensure that everyone has the opportunity to participate in all the Brookline Recreation Department has to offer.

PROGRAM	FINANCIAL ASSISTANCE
Soule Center	$35,000
Soule Gym	$300
Environmental Ed Center	$2,000
Aquatic	$5,700
Eliot	$13,000
Tappan	$1,000
Outdoor Rec	$75,000
Outdoor Athletic	$1,000
Offsite - Out of Town Trips	$2,000
TOTAL	**$135,000**

TOWN OF BROOKLINE FY2020 PROGRAM BUDGET	PROGRAM GROUP: Leisure Services PROGRAM: Recreation

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2017	NUMBER OF POSITIONS FUNDED FY2018	FY2019 SALARY RANGE LOW	FY2019 SALARY RANGE HIGH	FY2019 BUDGET NO.	FY2019 BUDGET AMOUNT	FY2020 RECOMMENDATION NO.	FY2020 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Director	D-6	1.00	1.00	112,267	132,245	1.00	126,468	1.00	128,365
	Assistant Director	T-10	1.00	1.00	82,045	92,830	1.00	86,505	1.00	88,045
	Resource Manager/Performance Analyst	T-7	1.00	1.00	72,938	82,526	1.00	74,236	1.00	75,558
	Business/Administrative Manager	T-6	1.00	1.00	67,535	76,413	1.00	72,474	1.00	73,763
	Therapeutic Recreation Specialist	T-4	1.00	1.00	57,900	65,512	1.00	58,931	1.00	59,980
	Area Manager / Aquatic Director	GN-10	1.00	1.00	67,085	70,461	1.00	70,461	1.00	70,461
	Recreation Leader/Assistant Aquatics Director	GN-7	1.00	1.00	56,382	59,219	1.00	57,312	1.00	58,258
	Assistant Rec Leader/ Aquatics Supervisor	TBD	0.00	0.00			1.00	48,093	1.00	48,093
	Facilities Coordinator/Custodian	MN-5	1.00	1.00	62,452	65,633	1.00	63,232	1.00	64,023
	Marketing/Office Assistant	C-7	1.00	1.00	52,726	55,032	1.00	54,488	1.00	55,032
	Senior Office Assistant	C-6	1.00	1.00	48,119	50,267	1.00	49,769	1.00	50,267
	Recreation Receptionist	C-4	1.00	1.00	44,006	46,113	1.00	46,113	1.00	46,113
	Subtotal		11.00	11.00			12.00	808,082	12.00	817,958
	Other									
510140	Shift Differential							6,085		6,085
510300	Regular Overtime							8,703		8,703
513044	Longevity Pay							6,225		6,225
515501	Clothing/Uniform Allowance (In Lieu of Boots)							2,800		2,800
	Subtotal							23,812		23,812
	Total		**11.00**	**11.00**			**12.00**	**831,894**	**12.00**	**841,770**

TOWN OF BROOKLINE FY2020 PROGRAM BUDGET	PROGRAM GROUP: Leisure Services PROGRAM: Golf Enterprise Fund

PROGRAM DESCRIPTION

The Robert T. Lynch Municipal Golf Course at Putterham Meadows is an 18-hole public course designed and built by Stiles and Van Kleek in 1931. The course includes a practice putting green, practice chipping green and teaching areas. The clubhouse adjacent to the course houses an administrative office, a large foyer with tables and chairs, and a full-service restaurant with both indoor and outdoor dining available. A fully equipped pro-shop is also maintained at the course.

More than $3 million dollars in capital improvements have been implemented since FY03, including renovation of tee complexes, sand bunkers, and greens throughout the course; installation of paved cart paths; drainage improvements; renovation of the irrigation and remote control systems; and improvements to the interior of the clubhouse. The golf course will notice an increase in revenues in FY20 due to rate and fee increases which are a result of current market trends and forecasts. Additionally, the golf course will continue to see growth in rounds of golf played due to the addition of the driving range in 2016 which will have a positive impact on all golf revenues.

The finances of the Golf Course are accounted for in an Enterprise Fund, as allowed under M.G.L. Ch. 44, section 53F 1/2. The Enterprise Fund fully reimburses the General Fund for expenses incurred on behalf of the golf course, including fringe benefits.

BUDGET STATEMENT

The FY20 budget increases $111,746 (6.3%). Personnel increases $97,938 (15.6%), due to the addition of an Assistant Superintendent ($56,382), an increase in Part-Time Salaries ($26,495), Collective Bargaining Reserve ($14,131), and Steps ($930).

Services increases $12,800 (9.1%), due to an increase to Landscaping Services ($10,000) and Technical Services ($2,800).

Supplies decreases $13,286 (4.1%), due to a decrease to Recreation Supplies. The decrease is partially offset by an increase to Pro Shop Supplies ($1,514) and Custodial Supplies ($2,000).

Other increases $4,400 (42.7%), due to an increase to Education/Training/Conferences ($3,000) and Professional Dues/Memberships ($1,400).

Capital decreases $81,749 (48.6%), due to a decrease to Golf Course Improvements.

Intragovernmental increases $92,670 (44.8%), Debt Service increases $6,613 (4.7%), and Reserve decreases $7,641 (23.4%).

SUB-PROGRAM COSTS - GOLF ENTERPRISE

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Personnel	506,657	628,510	726,448	97,938	15.6%
Services	175,921	140,271	153,071	12,800	9.1%
Supplies	313,187	326,986	313,700	(13,286)	-4.1%
Other	6,506	10,300	14,700	4,400	42.7%
Utilities	91,513	117,923	117,923	0	0.0%
Capital	71,765	168,169	86,420	(81,749)	-48.6%
Intragovernmental	179,991	207,013	299,683	92,670	44.8%
Debt Service	159,421	140,888	147,501	6,613	4.7%
Reserve	0	32,641	25,000	(7,641)	-23.4%
TOTAL	1,504,961	1,772,700	1,884,446	111,746	6.3%
BENEFITS			184,106		
REVENUE	1,568,551	1,772,700	1,884,446	111,746	6.3%

TOWN OF BROOKLINE FY2020 PROGRAM BUDGET	PROGRAM GROUP: Leisure Services PROGRAM: Golf Enterprise Fund

FY2020 OBJECTIVES

1. To review and complete a Golf Course Improvement Capital Project that will benefit the golf course community. To begin design phase of the renovation of holes 1 and 2 and/or a practice short game facility in FY20 to provide increased rounds and revenue opportunities.
2. To meet budgeted revenues of $1.8 million in FY20.
3. To enhance the playing conditions of the Golf Course with the implementation of an additional Assistant Golf Course Superintendent in FY20.
4. To increase our Driving Range business by implementing heated bays and lights in FY20.
5. To enhance the Clubhouse by implementing an HVAC system helping grow golf outing and private event business.

FY2019 ACCOMPLISHMENTS

1. Projected increase of Golf Course revenues by 7% in FY19 over prior year.
2. Completed USGA proposal and Golf Course for the 2022 US Open.
3. Expanded Driving Range from 22 to 27 hitting stations increasing revenues by 10% over prior year.
4. Increased Junior Golf participation by 75% over prior year participation.
5. Implemented the Brookline Town Open golf tournament for the community which brought in 87 players in FY19.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2017	ESTIMATE FY2018	ACTUAL FY2018	ESTIMATE FY2019	ESTIMATE FY2020
Number of Rounds	32,000	32,000	30,237	29,150	34,000
# Non Resident Rounds	22,225	22,260	21,017	23,643	23,600
# Resident Rounds	9,525	9,540	9,220	10,133	10,400
# Employee Rounds	250	200	102	150	150
Average pace of play 18 holes	4:15 min	4:15 min	4:15 min	4:15 min	4:15 min
Merchandise revenue per round	$3.00	$3.00	$3.05	$3.14	$3.50
Revenue per Round of Golf	$51.56	$57.00	$52.24	$52.25	$54.00
Number of Golf Outing Rounds	1,450	1,500	951	1,700	2,000
Number of Club Tournament Rounds	100	100	84	200	400
Junior Golf Program Participants	150	150	223	250	300
Private lessons	800	800	822	825	850
Private school play	850	850	502	800	800
Public School Play (BHS)	365	350	311	350	325
College/University Play	190	185	143	185	175
Online tee time reservations	16,500	16,000	18,196	18,500	23,000
Tee Time Reservations - Telephone	15,500	16,000	12,041	10,650	11,000
Number of entries in database	14,500	15,000	14,751	15,000	16,000
Web-site Hits	167,000	175,000	171,000	172,000	175,000
Social Networking Inquiries					
Facebook Likes	700	900	620	700	900
Twitter Followers	1,200	1,200	272	350	350

TOWN OF BROOKLINE FY2020 PROGRAM BUDGET	PROGRAM GROUP: Leisure Services PROGRAM: Golf Enterprise Fund

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2017	NUMBER OF POSITIONS FUNDED FY2018	FY2019 SALARY RANGE LOW	FY2019 SALARY RANGE HIGH	FY2019 BUDGET NO.	FY2019 BUDGET AMOUNT	FY2020 RECOMMENDATION NO.	FY2020 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Head Golf Pro / Operations Manager	T-8	1.00	1.00	75,855	85,827	1.00	85,827	1.00	85,827
	Head Superintendent	T-8	1.00	1.00	75,855	85,827	1.00	85,827	1.00	85,827
	Assistant Superintendent	GN-7	1.00	1.00	56,382	59,219	1.00	59,219	2.00	115,601
	Assistant Golf Professional	GN-7	0.00	0.00	56,382	59,219	1.00	56,382	1.00	57,312
	Subtotal		3.00	3.00			4.00	287,255	5.00	344,567
510901	Temporary Part Time Salaries									
	Seasonals							328,005		352,000
	Teachers/Instructors							7,500		10,000
	Subtotal							335,505		362,000
	Other									
513044	Longevity Pay							750		750
515059	A-Day Buyouts							4,300		4,300
515501	Clothing/Uniform Allowance (In Lieu of Boots)							700		700
	Subtotal							5,750		5,750
	FY20 Collective Bargaining									14,131
	Total		**3.00**	**3.00**			**4.00**	**628,510**	**5.00**	**726,448**

TOWN OF BROOKLINE FY2020 PROGRAM BUDGET	PROGRAM GROUP: Leisure Services PROGRAM: Recreation Revolving Fund

PROGRAM DESCRIPTION

The Recreation Revolving Fund supports the activities that take place at Brookline's indoor and outdoor facilities including the Soule Center, Soule Gym, Kirrane Skating Rink, Environmental Education Center, Kirrane Aquatics Center, Eliot Center, Tappan Facility, and the many outdoor facilities and leagues. Activities are offered to community members of all age groups and include both passive and active opportunities through instruction, leagues, lessons and enrichment activities. Fees and charges that support these activities are determined according to the Cost Recovery Pyramid Methodology. Provisions for financial assistance, as required, are addressed on a case-by-case basis. See p. IV-118 for a summary of the overall cost recovery for the Recreation Department.

Under Chapter 44, Section 53E 1/2 of the Massachusetts General Laws, the Town is authorized to establish revolving funds. This specific revolving fund enables the Recreation Department to operate numerous programs on a self-supporting basis. All revenue derived from revolving fund programs is used to offset all expenses, including salaries and benefits of employees for these same programs.

BUDGET STATEMENT

The FY20 budget increases $674,926 (20.5%). Personnel increases $343,757 (16.4%), due to the addition of 3 Lead Teachers ($131,892), an increase to Part-Time Salaries ($125,781), Overtime ($3,874), Longevity ($300), the Clothing/Uniform Allowance ($700), and the Collective Bargaining Reserve ($47,384).

Services increase $58,459 (13.4%), due to an increase to Building Maintenance ($5,000), Skating Rink Repair and Maintenance ($9,000), Copier Equipment Rental/Lease ($419), Software Service Contract ($15,500), Transportation Rentals/Leases ($6,770), Other Rentals/Leases ($3,453), Building Cleaning ($1,200), General Consulting Service ($500), Professional/Technical Services ($3,120) Field Trips ($12,003), Printing ($3,734), Athletic Event Officials ($580), Entertainers/Lecturers ($3,920), Credit Card Service Charges ($2,000), Licenses ($500), and Subscriptions ($100). The increase is partially offset by Wireless Communications ($1,800), and Recreation Services ($7,540).

Supplies increase $1,733 (0.8%), due to an increase to Special Program Supplies ($482), Meals and Receptions ($3,151), and Medical Supplies ($530). The increase is partially offset by a decrease to Food Service Supplies ($1,500) and Recreation Supplies ($930).

Other increase $9,766 (11.6%), due to an increase to Education/Training/Conferences ($6,866), Hotel ($250), Airfare ($250), and Professional Dues and Memberships ($2,400). Utilities increase $13,233 (14.1%), due to an increase to Electricity ($8,859), Natural Gas ($3,724), Propane ($200), and Water and Sewer ($450). Capital increases $128,500 (1327.5%). There is an increase to Furniture ($17,000), Automobiles ($110,000), and Leased Equipment ($1,500). Intragovernmental increases $119,479 (34.0%).

FY2020 OBJECTIVES

1. To implement new software in a strategic way that supports the customer service experience at the right timing for the customer.
2. To increase innovative and creating offerings for programming and services that resonates with current trends and residents.
3. To enhance existing programming and services by elevating quality and training.
4. To increase the capacity of our toddler program to meet current demand.
5. To have our current toddler full time teacher certified by the American Montessori Society

FY2019 ACCOMPLISHMENTS

1. Successfully hired our first Full-Time Aquatic Center Supervisor that allowed us to implement top shelf risk management practices to support more open hours on nights and weekends.
2. Hired our first Part-Time Engagement Coordinator to support Brookline Recreation Department Marketing and Community Outreach.
3. Collaborated with Brookline Public Schools to condense summer programs to one site, making it easier for parents and the community at large.
4. Soule Early Childhood Education achieved integrating music education into every classroom.

SUB-PROGRAM COSTS - REVOLVING FUND					
CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Personnel	1,799,338	2,100,436	2,441,111	340,674	16.2%
Services	385,832	435,167	493,626	58,459	13.4%
Supplies	169,316	225,368	227,101	1,733	0.8%
Other	55,975	84,058	93,824	9,766	11.6%
Utilities	108,259	93,741	106,974	13,233	14.1%
Capital	58,196	9,680	138,180	128,500	1327.5%
Intragovernmental	379,730	351,549	471,027	119,479	34.0%
TOTAL	2,956,646	3,300,000	3,971,843	671,843	20.4%
BENEFITS			467,851		
TOTAL REVENUE	3,265,785	3,300,000	3,971,843	671,843	20.4%

PERFORMANCE / WORKLOAD INDICATORS

# of Participants:	ACTUAL FY2017	ESTIMATE FY2018	ACTUAL FY2018	ESTIMATE FY2019	ESTIMATE FY2020
Soule Center					
Soule Childcare	72	72	68	70	72
% of Cost Recovery	104%	100%	105%	100%	100%
# Waitlist Family Tours	100	104	66	75	90
Soule Gym					
K-2 Basketball	97	123	85	85	85
Kirrane Skating Rink					
Public Skate	10,377	9,500	6,522	7,200	8,000
Rink Rentals	5,250	4,900	2,200	2,600	3,000
Brookline Environmental Ed Center					
All Activities	588	590	608	610	615
Community Gardens	105	105	141	140	140
Kirrane Aquatics Center					
Public Swim	27,633	29,000	29,637	30,000	30,800
Swim Lessons	2,692	2,700	3,032	2,950	2,852
% increase in passes sold	1%	2%	1%	2%	1%

PERFORMANCE / WORKLOAD INDICATORS (Con't.)

	ACTUAL FY2017	ESTIMATE FY2018	ACTUAL FY2018	ESTIMATE FY2019	ESTIMATE FY2020
Eliot Rec Center Participants:					
After School	30	40	34	40	40
Vacation Week	62	75	35	60	60
Tappan Main Facility Partcipants:					
Basketball	678	680	690	690	690
RAFT	777	850	696	725	750
Outdoor Facilities Participants:					
Summer Camp	1,960	2,100	564	580	600
Camp PSB Partnerships	300	400	110	110	110
Larz Picnic & Shelter	64,544	66,000	26,413	26,600	26,750
Special Events (Concerts/Hayride/Brookline Day)	4,400	4,500	8,600	8,800	9,000
Outdoor Athletics Participants:					
Lacrosse	414	415	406	415	420
Soccer	1,833	1,900	1,838	2,000	2,000
Softball	74	75	26	50	50
Out Of Town Trips Participants:					
Activities/Trips	300	325	150	0	0
Ski/Snowboard Trips	99	100	100	100	100
Recreation Therapy Participants	54	375	395	415	425
Programs and Services	54	58	250	250	250
Special Olympics	115	125	145	145	150
RT Trips (OTT)	23	25	20	25	27
% participants enrolled in two + activities (CY)	71%	71%	99%	99%	99%
% Forever Young participants using public transportation	100%	100%	100%	100%	100%

TOWN OF BROOKLINE FY2020 PROGRAM BUDGET	PROGRAM GROUP: Leisure Services PROGRAM: Recreation Revolving Fund

SUMMARY OF SUB-PROGRAMS					
	ACTUAL	BUDGET	REQUEST	FY20 vs. FY19	
SUB-PROGRAMS	FY2018	FY2019	FY2020	$ CHANGE	% CHANGE
Soule Center	937,028	930,863	1,270,315	339,453	36.5%
Soule Gym	25,905	39,233	48,559	9,326	23.8%
Ice Skating Rink	244,296	279,375	303,243	23,868	8.5%
Environmental Ed Center	121,718	124,121	139,691	15,570	12.5%
Aquatic	484,921	478,806	505,149	26,343	5.5%
Eliot	193,427	368,947	517,988	149,041	40.4%
Tappan	165,810	211,096	218,235	7,140	3.4%
Outdoor Recreation	502,914	549,000	652,123	103,122	18.8%
Outdoor Athletic	190,534	192,187	198,607	6,420	3.3%
Off Site	90,090	126,373	117,933	(8,440)	-6.7%
TOTAL	2,956,646	3,300,000	3,971,843	671,843	20.4%
TOTAL REVENUE	3,265,785	3,300,000	3,971,843	671,843	20.4%

Soule Center (Rec 1)

SUB-PROGRAM COSTS					
CLASS OF	ACTUAL	BUDGET	REQUEST	FY20 vs. FY19	
EXPENDITURES	FY2018	FY2019	FY2020	$ CHANGE	% CHANGE
Personnel	567,252	542,527	766,479	223,952	41.3%
Services	80,149	90,410	104,183	13,773	15.2%
Supplies	28,497	34,000	41,000	7,000	20.6%
Other	9,543	18,000	25,800	7,800	43.3%
Utilities	27,664	23,393	37,765	14,372	61.4%
Capital	2,889	3,600	22,100	18,500	513.9%
Intragovernmental	221,721	218,933	272,989	54,056	24.7%
TOTAL	937,028	930,863	1,270,315	339,453	36.5%
REVENUE	988,379	945,963	1,299,296	353,333	37.4%

Brookline Environmental Ed Center (BEEC) (Rec 4)

SUB-PROGRAM COSTS					
CLASS BY	ACTUAL	BUDGET	REQUEST	FY20 vs. FY19	
EXPENDITURES	FY2018	FY2019	FY2020	$ CHANGE	% CHANGE
Personnel	78,665	82,172	86,302	4,130	5.0%
Services	14,561	13,276	16,300	3,024	22.8%
Supplies	3,107	3,574	3,454	(120)	-3.4%
Other	485	800	485	(315)	-39.4%
Utilities	3,863	2,034	4,752	2,718	133.6%
Capital	0	0	0	0	0.0%
Intragovernmental	21,037	22,265	28,397	6,132	27.5%
TOTAL	121,718	124,121	139,691	15,570	12.5%
REVENUE	78,934	77,225	75,965	(1,260)	-1.6%

Soule Gym (Rec 2)

SUB-PROGRAM COSTS					
CLASS BY	ACTUAL	BUDGET	REQUEST	FY20 vs. FY19	
EXPENDITURES	FY2018	FY2019	FY2020	$ CHANGE	% CHANGE
Personnel	6,130	16,062	17,342	1,281	8.0%
Services	12,626	13,172	15,398	2,226	16.9%
Supplies	0	1,000	1,300	300	30.0%
Other	0	200	200	0	-
Capital	0	0	0	0	0.0%
Intragovernmental	7,149	8,799	14,319	5,520	62.7%
TOTAL	25,905	39,233	48,559	9,326	23.8%
REVENUE	36,699	39,197	36,165	(3,032)	-7.7%

Aquatic (Rec 5)

SUB-PROGRAM COSTS					
CLASS OF	ACTUAL	BUDGET	REQUEST	FY20 vs. FY19	
EXPENDITURES	FY2018	FY2019	FY2020	$ CHANGE	% CHANGE
Personnel	360,617	391,454	423,435	31,980	8.2%
Services	23,074	34,136	22,011	(12,125)	-35.5%
Supplies	26,840	33,032	33,719	687	2.1%
Other	5,243	7,394	7,675	281	3.8%
Utilities	10,302	0	0	0	0.0%
Capital	49,737	2,000	2,000	0	0.0%
Intragovernmental	9,108	10,789	16,309	5,520	51.2%
TOTAL	484,921	478,806	505,149	26,343	5.5%
REVENUE	699,375	633,434	683,834	50,400	8.0%

TOWN OF BROOKLINE FY2020 PROGRAM BUDGET	PROGRAM GROUP: Leisure Services PROGRAM: Recreation Revolving Fund

Ice Skating and Rink (Rec 3)

SUB-PROGRAM COSTS					
CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Personnel	118,258	158,040	160,302	2,262	1.4%
Services	44,611	23,717	36,810	13,093	55.2%
Supplies	12,422	19,000	20,000	1,000	5.3%
Other	358	0	0	0	0.0%
Utilities	61,498	68,314	64,457	(3,857)	-5.6%
Capital	0	880	880	0	0.0%
Intragovernmental	7,149	9,424	20,794	11,370	120.7%
TOTAL	244,296	279,375	303,243	23,868	8.5%
REVENUE	152,715	194,197	203,197	9,000	4.6%

Eliot Rec Center (Rec 6)

SUB-PROGRAM COSTS					
CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Personnel	103,275	252,573	275,373	22,800	9.0%
Services	36,567	56,795	63,057	6,262	11.0%
Supplies	19,993	36,540	34,024	(2,516)	-6.9%
Other	5,696	5,125	5,625	500	9.8%
Utilities	4,932	0	0	0	0.0%
Capital	5,569	2,700	112,700	110,000	4074.1%
Intragovernmental	17,396	15,214	27,209	11,995	78.8%
TOTAL	193,427	368,947	517,988	149,041	40.4%
REVENUE	174,776	159,383	179,383	20,000	12.5%

Tappan Street Gym (Rec 7)

SUB-PROGRAM COSTS					
CLASS BY EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Personnel	73,997	108,012	106,706	(1,306)	-1.2%
Services	33,690	45,420	44,851	(569)	-1.3%
Supplies	14,277	18,000	15,732	(2,268)	-12.6%
Other	4,651	10,800	12,300	1,500	13.9%
Capital	0	500	500	0	0.0%
Intragovernmental	39,195	28,364	38,147	9,782	34.5%
TOTAL	165,810	211,096	218,235	7,140	3.4%
REVENUE	193,159	198,749	203,662	4,913	2.5%

Off Site (Rec 10)

SUB-PROGRAM COSTS					
CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Personnel	43,581	61,350	62,865	1,515	2.5%
Services	39,620	58,801	48,596	(10,205)	-17.4%
Supplies	2,607	5,222	5,472	250	4.8%
Other	283	1,000	1,000	0	0.0%
Utilities	0	0	0	0	0.0%
Capital	0	0	0	0	0.0%
Intragovernmental	3,999	0	0	0	#DIV/0!
TOTAL	90,090	126,373	117,933	(8,440)	-6.7%
REVENUE	39,698	39,955	36,600	(3,355)	-8.4%

Outdoor Recreation Programs (Rec 8)

SUB-PROGRAM COSTS					
CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Personnel	396,898	445,519	499,166	53,646	12.0%
Services	67,448	58,208	100,463	42,255	72.6%
Supplies	27,326	34,200	36,100	1,900	5.6%
Other	1,244	4,739	4,739	0	0.0%
Utilities	0	0	0	0	0.0%
Capital	0	0	0	0	0.0%
Intragovernmental	9,998	6,334	11,655	5,321	84.0%
TOTAL	502,914	549,000	652,123	103,122	18.8%
REVENUE	681,276	706,395	837,377	130,982	18.5%

Outdoor Athletics (Rec 9)

SUB-PROGRAM COSTS					
CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Personnel	50,665	42,729	43,141	413	1.0%
Services	33,486	41,232	41,957	725	1.8%
Supplies	34,246	40,800	36,300	(4,500)	-11.0%
Other	29,160	36,000	36,000	0	0.0%
Capital	0	0	0	0	0.0%
Intragovernmental	42,978	31,427	41,209	9,783	31.1%
TOTAL	190,534	192,187	198,607	6,420	3.3%
REVENUE	296,524	305,502	306,364	862	0.3%

TOWN OF BROOKLINE FY2020 PROGRAM BUDGET	PROGRAM GROUP: Leisure Services PROGRAM: Recreation Revolving Fund

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2017	NUMBER OF POSITIONS FUNDED FY2018	FY2019 SALARY RANGE LOW	FY2019 SALARY RANGE HIGH	FY2019 BUDGET NO.	FY2019 BUDGET AMOUNT	FY2020 RECOMMENDATION NO.	FY2020 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Director Early Learning Center	T-6	1.00	1.00	67,535	76,413	1.00	72,474	1.00	73,763
	Administrator/Lead Teacher/Site Coordinator	T-3	0.00	0.00	53,611	60,659	1.00	57,532	1.00	58,556
	Recreation Leader II	GN-8	1.00	1.00	61,288	64,371	1.00	61,288	1.00	61,288
	Recreation Leader	GN-7	2.00	3.00	56,382	59,219	3.00	176,696	3.00	177,656
	Administrator/Lead Teacher	GN-7	1.00	1.00	56,382	59,219	1.00	59,219	1.00	59,219
	Environmental Educator and Outreach Coordinator	GN-7	1.00	1.00	55,542	58,338	1.00	58,338	1.00	58,338
	Asst Rec Leader	GN-7	1.00	0.00	56,382	59,219	0.00	0	0.00	0
	Curriculum Coordinator/Lead Teacher	GN-5	1.00	1.00	49,019	51,486	1.00	51,486	1.00	51,486
	Lead Teacher	GN-4	5.00	4.00	43,964	46,176	5.00	224,294	8.00	363,006
	Assistant Teacher	GN-3	1.00	1.00	38,484	40,420	0.00	0	0.00	0
	Building Custodian	MN-2	1.00	1.00	50,106	52,658	1.00	52,008	1.00	52,658
	Charge Off from Parks Department (Skating Rink)/Ranger							121,120		141,120
	Subtotal		15.00	14.00			15.00	934,455	18.00	1,097,089
510102	Permanent Part Time Salaries									
	Lead Teacher	GN-4	0.75	0.75	43,102	45,270	1.50	34,119	1.50	66,900
	Subtotal		0.75	0.75			1.50	34,119	1.50	66,900
510901	Temporary Part Time Salaries									
	Asst Rec Leader				$13.98 /hr.	$14.98 /hr.		62,824		56,538
	Asst Teacher/Group Leader				$13.98 /hr.	$22.00 /hr.		104,171		130,599
	Bus Driver				$17.00 /hr.	$24.00 /hr.		20,719		20,341
	Coach				$13.98 /hr.	$26.00 /hr.		32,640		32,640
	Concessions/Pro Shop				$13.98 /hr.	$14.98 /hr.		15,498		15,194
	Coordinator/Director				$15.00 /hr.	$22.00 /hr.		96,298		113,563
	Counselor				$13.98 /hr.	$15.00 /hr.		233,601		259,021
	Custodian				$17.65 /hr.	$17.65 /hr.		14,742		14,596
	Guard				$13.98 /hr.	$16.00 /hr.		265,762		289,347
	Instructor				$13.98 /hr.	$50.00 /hr.		63,518		62,273
	Part Time Manager				$14.98 /hr.	$16.50 /hr.		38,148		37,940
	Referee				$13.98 /hr.	$38.00 /hr.		22,383		22,278
	Specialist				$14.98 /hr.	$50.00 /hr.		100,900		109,876
	Subtotal							1,071,206		1,164,206
	Other									
510140	Shift Differential							2,500		2,500
510143	Working Out of Class							3,239		3,239
510300	Regular Overtime							32,118		35,993
513044	Longevity Pay							2,250		2,550
514540	Sick Buyouts							5,500		5,500
515058	Vacation Buyouts							7,000		7,000
515059	A-Day Buyouts							4,200		4,200
515501	Clothing/Uniform Allowance							3,850		4,550
	Subtotal							60,657		65,532
	FY20 Collective Bargaining									47,384
	(1) Prior to FY14, 2/3 of Head Golf Pro/ Rink Manager salary charged to Golf Enterprise Fund and 1/3 charged to Recreation Revolving Fund (2) In FY12, 53% of the Park Ranger position was charged here; the remaning 47% was charged to the DPW budget. In FY14, all funding was moved to the General Fund.									
	Total		**15.75**	**14.75**			**16.50**	**2,100,436**	**19.50**	**2,441,111**

PERSONNEL BENEFITS

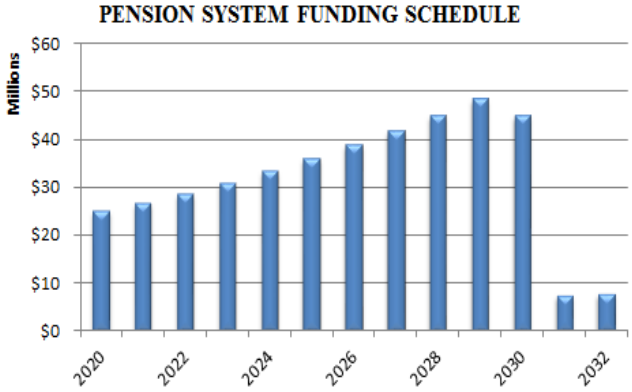
Personnel Benefits total $66.5 million, which reflects an increase of $3.5 million (5.5%). They comprise nearly 25% of the Operating Budget, making them a critical cost center of the budget that must be managed as carefully as possible and as allowed under the various State laws that pertain to pensions, health care, unemployment, and on-the-job injuries. This is a category of expenditures that has grown at rates well above inflation, due primarily to increases in health care and retirement costs. The health insurance line-item was $16.8 million in FY06; it is now $31.7 million, an increase of 89%. If not for the move to the GIC, the increase would have been much greater. Contributory Pension costs have more than doubled over the past decade, going from $9.9 million in FY07 to $24.9 million in FY20. The pages that follow detail all benefit items.

PROGRAM COSTS					
CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	BUDGET FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Pensions - Contributory *	21,434,185	23,144,765	24,915,433	1,770,668	7.7%
Pensions - Non-Contributory	85,173	30,000	0	(30,000)	-100.0%
Group Health Insurance	29,055,009	30,746,239	31,712,136	965,897	3.1%
Retiree Group Health Fund (OPEB's) *	4,480,080	4,570,465	4,781,980	211,515	4.6%
Employee Assistance Program (EAP)	22,825	28,000	0	(28,000)	-100.0%
Group Life Insurance	132,145	145,000	145,000	0	0.0%
Disability Insurance	13,436	46,000	46,000	0	0.0%
Worker's Compensation *	1,450,000	1,450,000	2,050,000	600,000	41.4%
Public Safety IOD Medical Expenses *	200,000	200,000	0	(200,000)	-100.0%
Unemployment Compensation *	200,000	200,000	200,000	0	0.0%
Public Safety Medical Disability	15,709	40,000	40,000	0	0.0%
Medicare Payroll Tax	2,228,723	2,445,551	2,609,403	163,852	6.7%
TOTAL EXPENDITURE	59,317,285	63,046,019	66,499,951	3,453,932	5.5%

* The figures shown reflect the appropriation that was transferred to the trust fund from General Fund revenues, not actual expenditures.

PENSIONS - CONTRIBUTORY

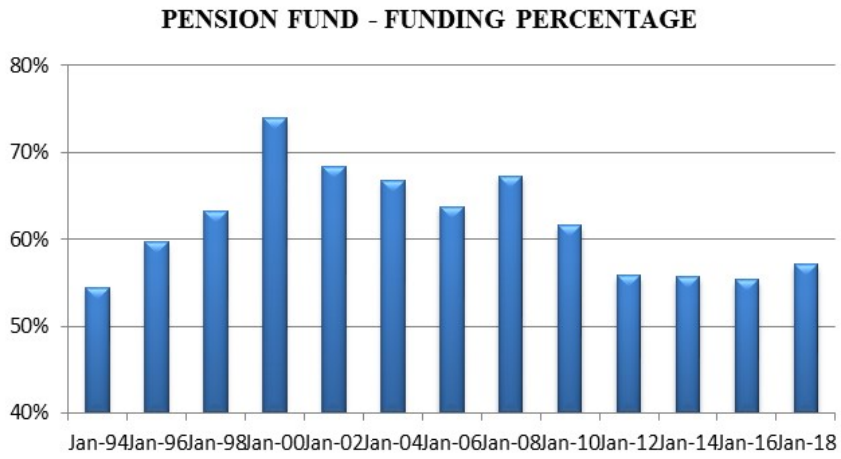
The Contributory Retirement System, a defined benefit program, is governed by Massachusetts General Laws, Ch. 32 and is regulated by the Public Employee Retirement Administration Commission (PERAC), a State entity responsible for the oversight, guidance, monitoring, and regulation of Massachusetts' 105 public pension systems. This appropriation covers the costs of employees who are part of the Town's retirement system (teacher pensions are funded by the State, not the Town). In 1989, the Town accepted the optional provision of the Pension Reform law that committed the Town to funding its system in full over 40 years (by 2028). In 2010, the State approved a bill that extended the full-funding date to 2040. Based on the current funding schedule, a graph of which is shown to the right, the system will be fully-funded in 2030. The large decrease in FY31 reflects the full amortization of the unfunded liability, leaving just the Normal Cost.

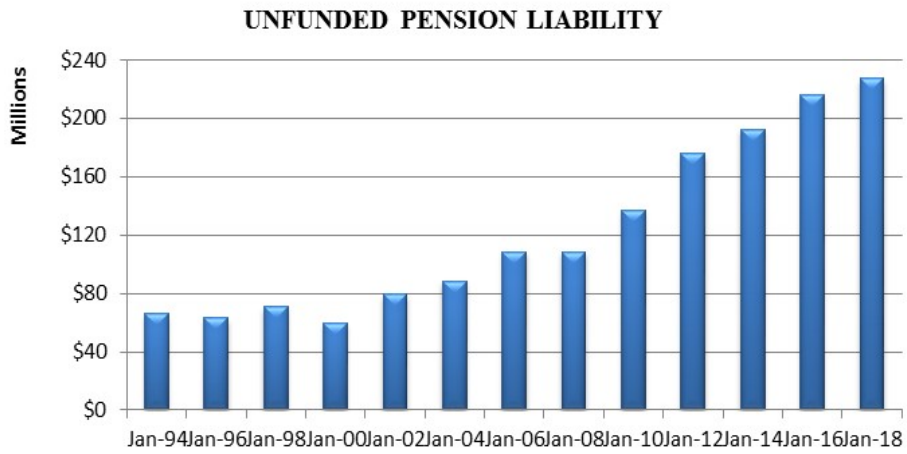


The Town's pension fund is under the control and custody of the Retirement Board, an entity that consists of two employees (active or retired) who are elected, one appointee

PENSIONS - CONTRIBUTORY (con't)

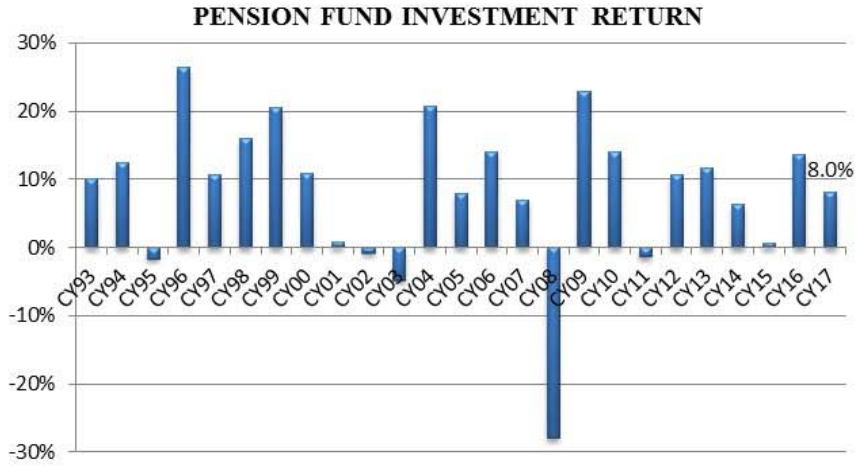
of the Select Board (currently the Finance Director), the Town Comptroller, and a fifth member chosen by the other four. There are approximately 1,411 active employees, 1,538 inactive employees, and 911 retirees and survivors who are members of the system. As of December 31, 2017, the retirement system was valued at approximately $302.2 million. The actuarial valuation and review as of January 1, 2018 showed the system being 57.1% funded with an unfunded liability of $227.5 million. The next formal update of the actuarial valuation will be as of January 1, 2020 and will be available late-Spring / early-Summer of 2020. The graphs below provide a history of both variables since 1/1/94.

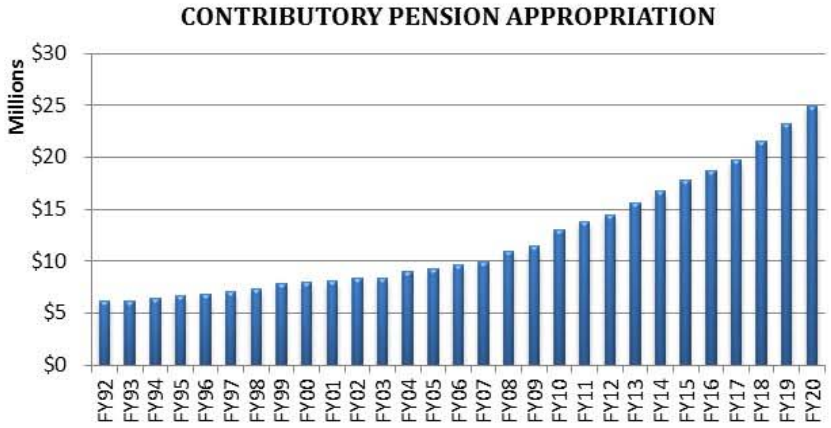




In an effort to help compensate for the 28% loss in CY08, which can be seen in the below left graph on the following page, the 2009 Fall Town Meeting appropriated additional monies ($965,151) into the pension fund. These funds came from two sources: new Meals Excise Tax/increased Lodging Excise Tax ($700,000) and the balance in the FY10 Collective Bargaining Reserve ($265,151). In FY11, those funds remained in the budget base. These steps helped obviate the need for a $1.8 million increase in FY12; instead, a $657,380 (4.8%) increase was required. Similarly, in order to protect against a very large increase in the FY14 appropriation, resulting primarily from the CY11 loss of 1.4%, the 2012 Fall Town Meeting appropriated an additional $344,283 into the FY13 base. That action, coupled with an extension of the full-funding date from 2028 to 2030, both reduced the extent to which the FY14 appropriation needed to grow and allowed for a reduction in the assumed annual rate of return from 8.15% to 7.75%.

In FY14, with an eye to the future, $200,000 was added to required contribution of $16.6 million. Doing so not only resulted in additional funds for investment, but it also increased the base appropriation for FY15 and allowed the Retirement Board to reduce the rate of return to 7.6%. With this most recent valuation the Retirement Board lowered the rate of return to 7.2%. The FY20 appropriation recommends an additional $300,000 of free cash to be added to the required contribution for a total increase of $1,740,668 (8.0%) to $24.9 million. The graph on the following page shows the appropriation history for the Contributory Retirement line-item.





PENSIONS - NON-CONTRIBUTORY

Employees eligible for a Non-Contributory Pension include persons hired prior to the establishment of a retirement system and who have at least 15 years of service, Veterans hired prior to July 1, 1939 that have at least 30 years of service, and disabled Veterans who have at least 10 years of service.

GROUP HEALTH INSURANCE

Health insurance is a major cost center of the Town, accounting for nearly 11% of the Operating Budget. Therefore, controlling its costs is vital to the Town's budget and, ultimately, to providing the level of services residents desire. Brookline implemented a new self-insured, managed health care plan in FY96. This, along with a moderation of national health care costs, kept expenditures under reasonable control through FY00. At that time, national cost trends began to rise. Since then, the Town has realized significant increases in the health insurance budget, as shown in the table and graph on the following page and detailed below.

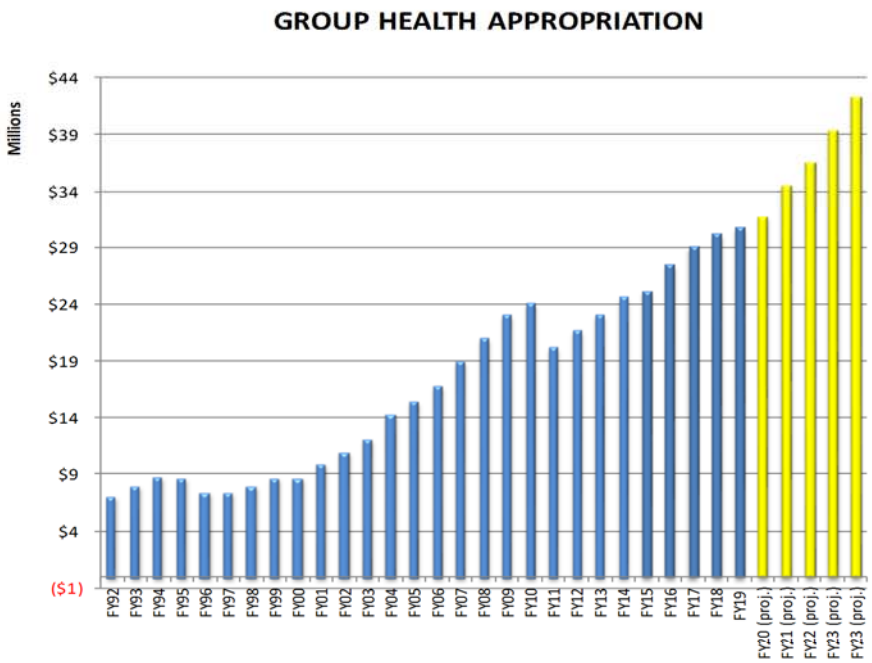
Between July 1, 1995 and September 30, 2004, the Town offered Blue Cross / Blue Shield (BC/BS) products along with plans administered by Harvard Pilgrim. In response to 15% (BC/BS) and 20% (Harvard Pilgrim) premium increases expected for FY05, the Town issued an RFP in CY04 to ascertain whether more reasonable rate increases could be realized. BC/BS responded very favorably to the RFP, so the Town moved to a sole provider of health insurance. The result of the switch was a savings of $830,000 for the Town and $275,000 for employees. (On an annualized basis, the savings were $1.1 million for the Town and $400,000 for employees. The FY05 savings were less because the new plan went into effect on October 1, 2004.)

For FY08, the quoted rate increase from BC/BS was 12%. In response to the expected $2.7 million increase, the Town and its unions, under Coalition Bargaining, agreed to a number of plan design changes that reduced premiums by approximately $950,000 for the Town, partially offset by the loss of the Medicare Part D Subsidy from the Federal government ($195,000), yielding a net savings of $755,000 for FY08. On an annualized basis, the total premium reduction was nearly $1.3 million. In FY11, as a result of the Town and the unions agreeing to move to the State-administered Group Insurance Commission (GIC), the appropriation decreased $3.85 million instead of increasing an estimated $1.7 million. Since the move to the GIC, annual rate increases have been well below the increases realized prior to the move, which has played a key role in balancing budgets and has saved most employees money (lower premiums than would have been under old plans, net of increased out-of-pocket costs). The FY20 budget assumes a rate increase of 5.1% and 51 new enrollees, bringing the FY20 Group Health budget to $31.7 million, which reflects an increase of $965,897 (3.1%). Final GIC rates will be announced in early-March.

GROUP HEALTH INSURANCE (con't.)

	FY	RATE CHANGE BC / BS	HARVARD PILGRIM	GIC	BUDGET CHANGE
	2001	20%	13%	na	$1,250,000
	2002	5%	1%	na	$925,000
	2003	5%	14.79%	na	$1,150,000
	2004	20%	17.56%	na	$2,400,000
(1)	2005	-2%	20%	na	$1,050,000
	2006	10.3%	na	na	$1,360,000
	2007	14.0%	na	na	$2,150,000
(2)	2008	6.0%	na	na	$2,000,000
	2009	12.8%	na	na	$2,100,000
	2010	7.8%	na	na	$1,000,000
(3)	2011	na	na	6%-16%	($3,850,000)
(4)	2012	na	na	4.4%	$1,453,000
(5)	2013	na	na	2.2%	$1,398,000
(6)	2014	na	na	3.5%	$1,540,000
(6)	2015	na	na	1.5%	$520,000
(6)	2016	na	na	6.9%	$2,348,611
(6)	2017	na	na	5.7%	$1,557,366
(6)	2018	na	na	3.9%	$1,130,970
(7)	2019	na	na	2.5%	$573,213
(7)	2020	na	na	5.1%	$1,539,110
	Total				**$23,595,270**

(1) While Hvd Pilgrim no longer offered as of 10/1/04, those employees who went from Hvd Pilgrim to BC/BS realized a 20% increase. Those enrolled in BC/BS realized a decrease of 2% for 8 months.
(2) The quoted rate increase was 12%. After the Town and its unions agreed on a package of plan design changes, the rate increase was 6%.
(3) Savings due to move to GIC plans. A range is necessary due to the number of plan options. The 6% shown was the low-end; the 16% was the high-end.
(4) Average rate increase for plans based on enrollment allocation. The Town's share of the premium increased from 78% to 80%, which was part of the budget increase.
(5) Average rate increase for plans based on enrollment allocation. The Town's share of the premium increased from 80% to 83%, which was part of the budget increase.
(6) Average rate increase for plans based on enrollment allocation.
(7) Estimated average rate increase.

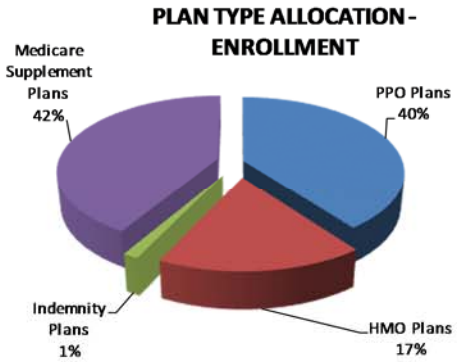


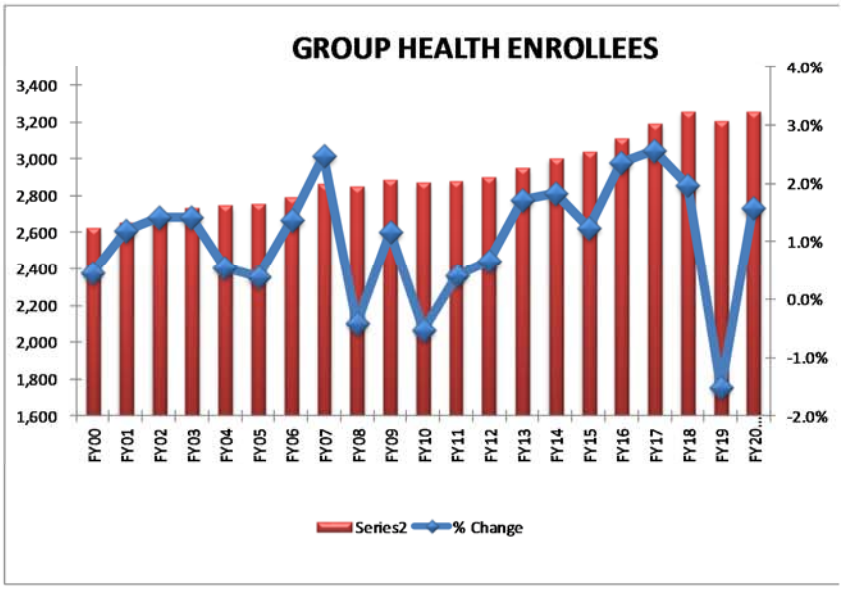
The left table on the following page shows the enrollment allocation between Town/School, Active/Retired, and Individual plan/Family plan while the pie charts in the middle break out enrollment and costs by plan type. The right graph shows the increase in the number of enrollees since FY98, during which time enrollment has increased 27.1% (693 enrollees), the result of additional school employees -- the number of school enrollees has grown by approximately 660 -- and the growing number of retirees. This increase compounds the large rate increases, placing additional pressure on the Town's budget.

HEALTH REIMBURSEMENT ACCOUNT (HRA)

An HRA is a program where the employer reimburses certain out-of-pocket medical expenses paid by employees. As part of the agreement to enter the GIC, for FY11 the Town funded an HRA for some expenses, including co-pays for outpatient surgery, inpatient hospital care, emergency room visits, and durable medical equipment, all of which were paid from the old Group Health Trust Fund. In FY12, the costs were moved to the General Fund. The Public Employee Committee expired at the end of FY16. Funding for this account has been moved to the Group Health Trust Fund Account.

	ESTIMATE FY2019	ESTIMATE FY2020
Group Health Enrollment	3,297	3,208
Group Health Budget (in millions)	$30.75	$31.71
Town:		
Enrollment	1,401	1,357
% of Total	43.7%	42.3%
Budget	$13.82	$13.72
% of Total	43.7%	43.3%
School:		
Enrollment	1,896	1,851
% of Total	59.1%	57.7%
Budget	$18.71	$17.93
% of Total	59.1%	56.5%
Active:		
Enrollment	1,669	1,588
% of Total	52.0%	49.5%
Budget	$20.00	$24.05
% of Total	**63.2%**	**63.2%**
Retiree:		
Enrollment	1,628	1,620
% of Total	50.7%	50.5%
Budget	$11.65	$7.60
% of Total	**36.8%**	**36.8%**
Individual:		
Enrollment	2,348	2,307
% of Total	73.2%	71.9%
Budget	$16.79	$18.81
% of Total	**53.1%**	53.1%
Family:		
Enrollment	989	901
% of Total	30.8%	28.1%
Budget	$14.86	$12.84
% of Total	47.0%	47.0%





POST-RETIREMENT BENEFITS TRUST FUND (OPEB's)

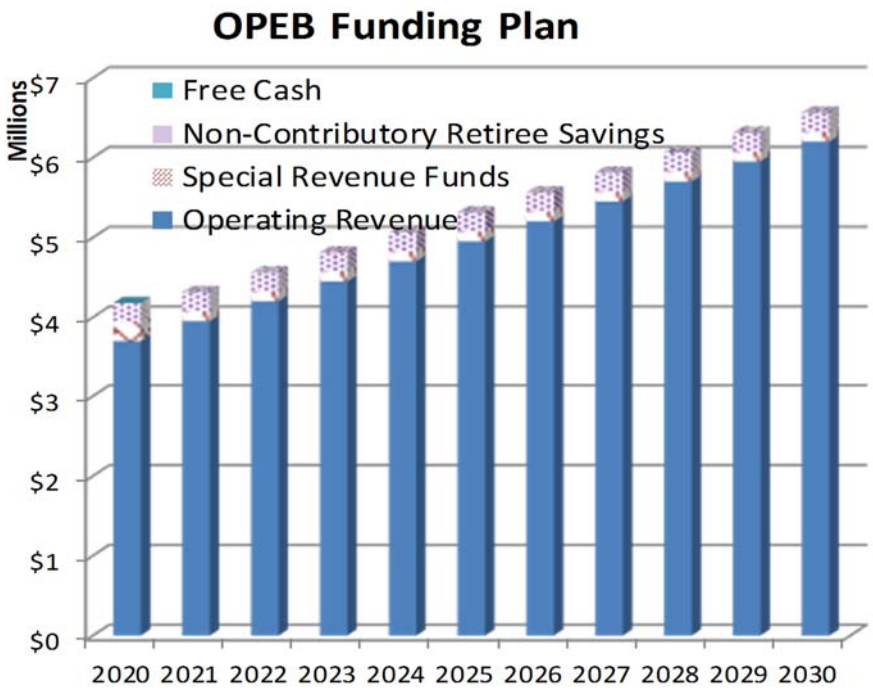
Retiree healthcare benefits are of significant concern to both public and private sector employers. The aging of the workforce, combined with escalating healthcare costs, raise serious concerns about how these benefits will be financed. For Brookline, more than 50% of all enrollees are retirees, and that figure will grow over the next few years as the Baby Boomers retire.

The Government Accounting Standards Board (GASB) issued Statements No. 43 and No. 45 in 2004, both of which address the Other Post-Retirement Benefit (OPEB) issue. The purpose of GASB 43 is to require the accrual of liabilities of OPEB generally over the working career of plan members rather than the recognition of pay-as-you-go contributions, which is the current practice for most government-sponsored plans. GASB 45 requires the accrual of the OPEB expense over the same period of time. The reporting requirements of GASB 43 and 45 include disclosures and schedules providing actuarially determined values related to the funded status of the OPEB. This requires that the accrued liabilities be determined by a qualified actuary using acceptable actuarial methods. GASB 43 applies to trusts that are established in order to pre-fund OPEB benefits and for trusts that are used as conduits to pay OPEB benefits while GASB 45 applies to the financial statements issued by employers.

POST-RETIREMENT BENEFITS TRUST FUND (OPEB's) (con't.)

In order to comply with GASB 43, at the Town's request the Legislature enacted Chapter 472 of the Acts of 1998, a Home Rule petition that established a Post-Retirement Benefits Trust Fund to be used to offset or defray future costs of retiree healthcare. (It was amended by Chapter 143 of the Acts of 2009.) The primary objective of this fund is to begin to accumulate funds to meet the actuarially determined past service unfunded accrued healthcare liability of the Town. The Town's OPEB liability, as calculated by the Segal Group as of June 30, 2018, was $236.9 million. (This will next be updated with figures as of June 30, 2020.)

While the Town is not legally required to make an annual contribution toward reducing the unfunded liability, the Town has taken steps to recognize and fund this liability. In fact, Brookline is one of the few communities in the state that has taken steps to appropriate monies for OPEB's. As of January 1, 2015, the balance in the trust fund was $25.4 million. For FY20, $3.7 million of General Fund revenue is recommended for appropriation plus $248,888 from assessments on grants/special revenue funds. Funding from the Food Service Revolving Fund is discontinued in FY20, because it can no longer sustain the transfer of funds. These proposals result in a FY20 appropriation of $4.78 million. The below left graph shows the funding plan through 2030. Based on the current schedule, in FY30 the Pension fund will be fully-funded, allowing for a significant re-direction of funds ($30.2 million) to OPEB's. While not shown in the graph once that begins it will greatly reduce the unfunded liability.

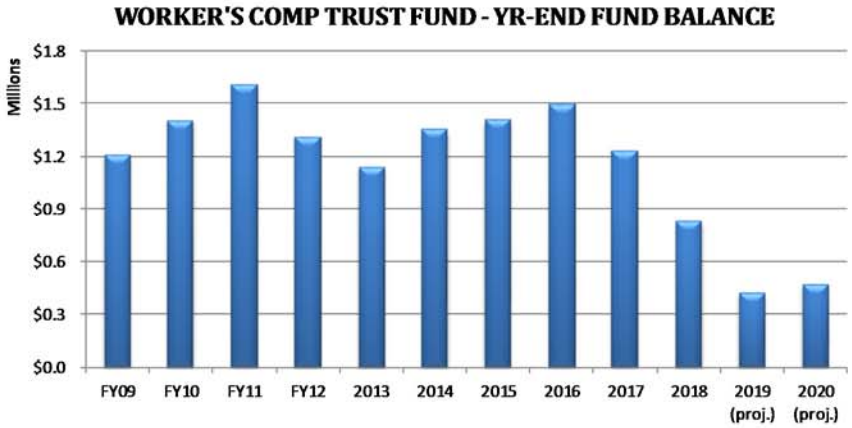


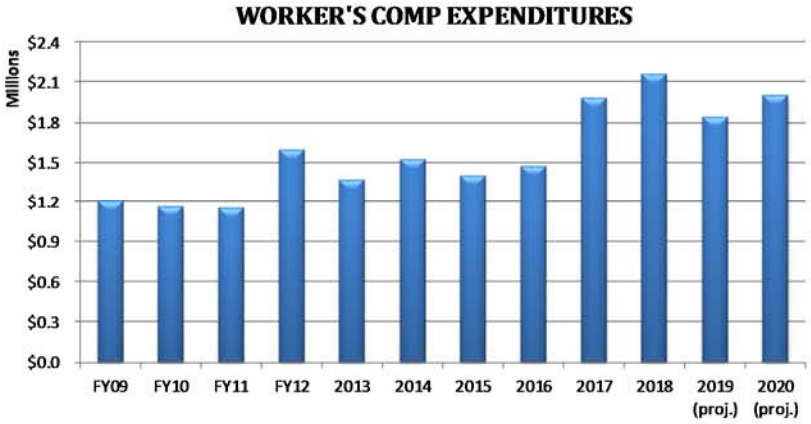
EMPLOYEE ASSISTANCE PROGRAM (EAP)
The GIC recently offered this benefit to participants, so the need for a separate plan is eliminated.

GROUP LIFE INSURANCE
The Town provides a group life insurance program available for all employees and retirees. Those who choose to enroll are insured at $5,000. There are approximately 1,395 active employees and 994 retirees enrolled in the program. The Town entered into a 36-month contract with Boston Mutual Insurance Company for FY13 – FY15 and has since committed to holding the rates for another fiscal year. The rate is $76.20 per year per employee, with the Town paying for 75% of the cost. The FY20 budget is level funded at $145,000.

DISABILITY INSURANCE
The Town provides disability insurance to members of the Department Head, Senior Administrator, and Mid Manager Classification Plans. The contributory program provides coverage to be based on a 90-day elimination period before benefits commence with a benefit of 60% to a maximum of $6,000 a month per individual. The FY20 budget is level-funded at $46,000.

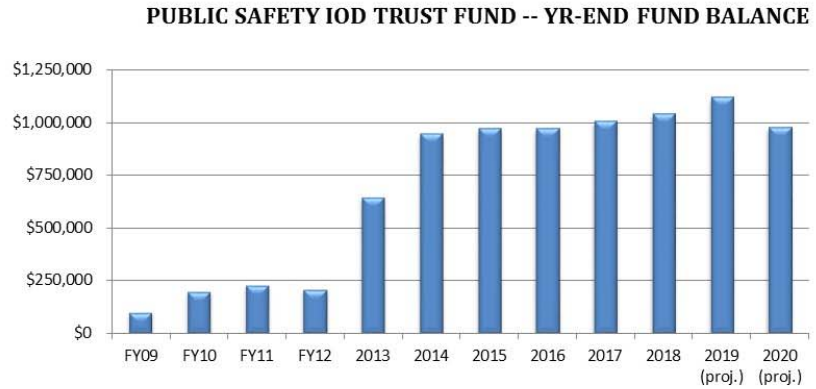
WORKERS' COMPENSATION
The Town provides workers' compensation on a self-insured basis with a stop loss policy of $800,000 per accident. Employees injured on the job receive 60% of their pay tax-free plus 100% of associated medical bills. Accumulated sick leave may be used to make up the difference between this compensation and normal full pay. As shown in the below left graph, the fund balance dropped significantly between FY00 and FY06, to the point where the balance was just 14% of a year's expenditures, a very low reserve level for a fund that can experience large spikes in expenses. At the end of FY11, the fund balance was equal to one year's worth of expenditures. This turnaround was due to increasing the annual appropriation, using Free Cash to augment the fund, and efforts to slow the growth in costs. Both FY12 and FY13 realized levels of expenditures that were larger than normal, resulting in a decrease in fund balance. To help augment fund balance, the FY14 base appropriation was increased and $270,000 of Free Cash was added. In FY20, $600,000 of additional funding was added to help fund balance with $200,000 of that total coming from free cash. The FY20 appropriation is $2,050,000.

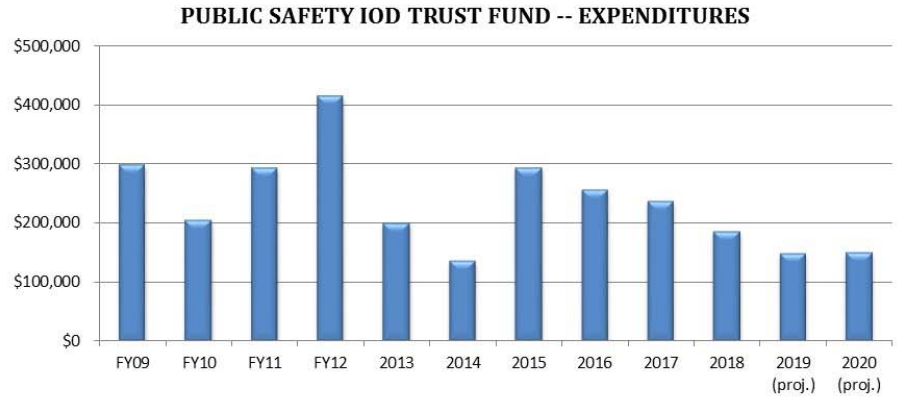




PUBLIC SAFETY INJURED ON DUTY (IOD) MEDICAL EXPENSES TRUST FUND

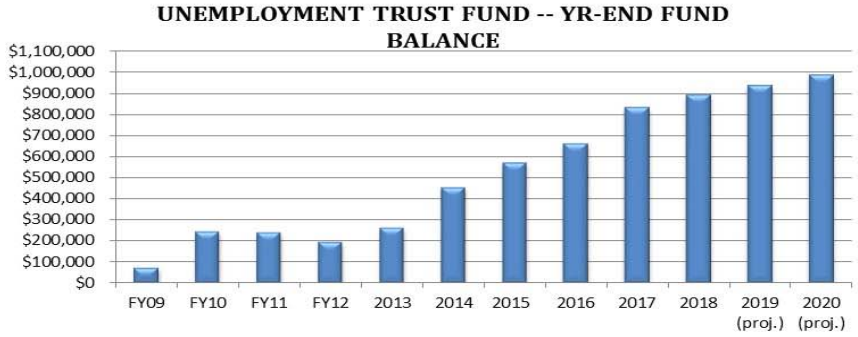
At the Town's request, the Legislature enacted Chapter 40 of the Acts of 2006, a Home Rule petition that established a Public Safety Injured on Duty (IOD) Medical Expenses Trust Fund. This fund is modeled after the Workers' Compensation Trust Fund statute (MGL, Ch. 40, Sec. 13A) and allows the Town to pay the medical bills of police officers and firefighters who are injured while on duty from a trust fund rather than from a line-item in those departments' budgets. It made little sense that it was permissible to establish a trust fund to cover the medical costs of employees injured on the job who are covered by Worker's Compensation (non-public safety employees), but it was not permissible to establish a fund to pay for similar expenses for public safety employees. There is no budget request for FY20 because of the healthy balance within the fund. The below left graph shows the year-end fund balance since the fund was created in FY07 while below right graph shows annual expenditures from the fund.

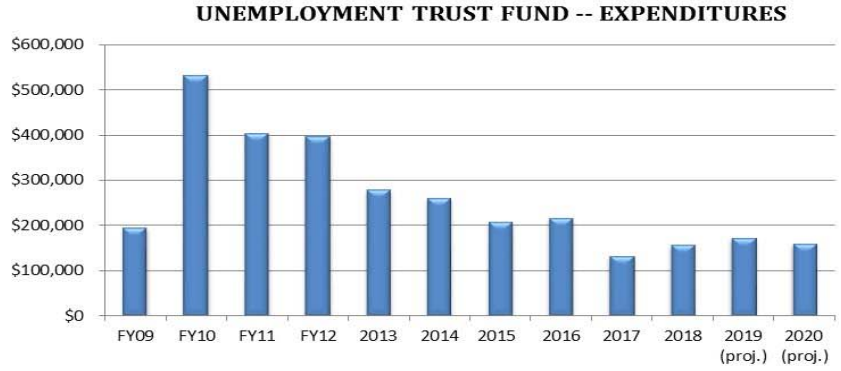




UNEMPLOYMENT COMPENSATION

Unemployment benefits paid out by the State to former employees of the Town are charged back to the Town. Employees are eligible to receive 50% of their weekly wage up to 57.5% of the statewide weekly wage, or $698 per week. Claimants may draw only the lesser of 30 times their weekly benefit rate or 36% of their total base period wages. In addition, $25 per week is payable for dependent children under the age of 18, provided that the employee is the major wage earner. Based on FY15 data, approximately 49% of the claims and associated costs are for former School employees, with the remaining 51% for former Town employees. For FY20, the budget is level-funded at $200,000. The below left graph shows the year-end fund balance since the fund was created in FY05 while the below right graph shows annual expenditures from the fund.



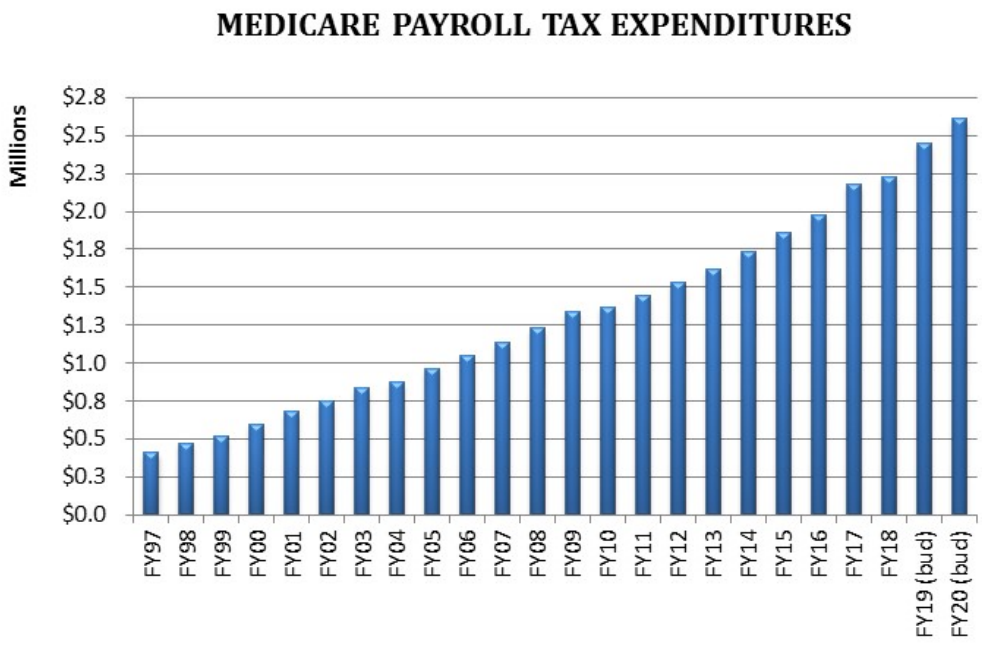


PUBLIC SAFETY MEDICAL DISABILITY

Chapter 41, Section 100B requires the Town to pay all disability-related medical costs for police and firefighters retired from the Town due to a job-related disability. The FY20 appropriation is level-funded at $40,000.

MEDICARE PAYROLL TAX

As a result of federal legislation, all local government employees hired after March 1, 1987 are required to be covered under the Medicare program. Both the Town and the employees are responsible for a payroll tax of 1.45%, for a total of 2.9%. As more and more positions turnover, or are added, this tax will increase. It also increases as wages grow, as it is based upon a percentage of wages. The graph below shows the expenditure history of this line-item since FY97. The FY20 requested amount is increased $163,852 (6.7%) to $2.6 million.



DEBT SERVICE

Debt Service is the payment of principal and interest costs for bonds issued by the Town for capital projects. For FY20, the Debt Service budget for the General Fund is $19.5 million, an increase of $3,850,200 (24.6%). Please see Section VII of this Financial Plan for a more detailed description of the Capital Improvement Program (CIP), debt, and debt service.

LONG-TERM DEBT

In accordance with the Select Board's Capital Improvements Program (CIP) financing policies, between 4.5% - 6% of the Town's net operating revenues are allocated to service the debt of the CIP. (The policies, which can be found in the Appendix of this Financial Plan, require that a total of 6% of the prior year's net revenue be dedicated to the CIP, with 4.5% targeted for debt and 1.5% targeted for pay-as-you-go.) The Board's policies were designed to boost the commitment to the CIP in an effort to address the backlog of much needed capital projects. In the last 10 years, more than $300 million in bond authorizations have been voted by Town Meeting. As a result, total outstanding debt is now approximately $372 million, with the General Fund responsible for $362 million. FY20 General Fund long-term debt service is projected to total $19.5 million, an increase of $3,850,200 (24.6%) from FY19. The table on page VII-16 shows debt service for all funds, which totals $21,140,684 million.

BOND ANTICIPATION NOTES

Bond Anticipation Notes (BANs) are temporary borrowings made by the Treasurer in anticipation of a long-term bond issue. If funds for a project are needed quickly, or only a portion of the funds are needed right away, or if a majority of the funds will be reimbursed by another governmental agency, the Treasurer will issue BANs, with the approval of the Select Board. BAN interest costs for FY20 are decreased to $100,000 (37.0%).

ABATEMENT INTEREST AND REFUNDS

Interest payments, which may be due to a taxpayer as a result of a tax abatement, are paid from this account. Also paid from this account are small refunds due to taxpayers because of overpayments. The budget is level-funded for FY20 at $60,000.

PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	BUDGET FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Long-Term Debt - Principal	9,007,500	10,219,250	11,958,281	**1,739,031**	**17.0%**
Long-Term Debt - Interest	3,566,569	5,242,387	7,390,556	**2,148,169**	**41.0%**
Total Long-Term Debt	12,574,069	15,461,637	19,348,837	**3,887,200**	**25.1%**
Short-Term Debt Interest - Bond Anticipation Notes (BAN's)	0	137,000	100,000	**(37,000)**	**-27.0%**
Total Short-Term Debt	0	137,000	100,000	**(37,000)**	**-27.0%**
Abatement Interest & Refunds	3,384	60,000	60,000	**0**	**0.0%**
TOTAL EXPENDITURE	12,577,453	15,658,637	19,508,837	**3,850,200**	**24.6%**

UNCLASSIFIED

The Unclassified portion of the budget represents miscellaneous accounts in the Town budget, including various reserves. This category of expenses totals $4.1 million, a decrease of $178,098 (4.2%).

OUT OF STATE TRAVEL

This budget covers the costs of out-of-state conferences, workshops, and training seminars for Department Heads. This minimal level of funding of $3,000 allows for only one or two conferences and a few technical workshops.

PRINTING OF WARRANTS AND REPORTS / TOWN MEETING

This budget is for the costs associated with Town Meeting and for the printing and production of the Combined Reports, the Town's Annual Report, and the Annual Financial Plan. The budget is level funded for FY20 at $55,000.

MMA DUES

The Massachusetts Municipal Association (MMA) is an umbrella organization representing various municipal organizations. One of its most important functions is to lobby the State and Federal governments on behalf of member cities and towns. The dues for FY20 are estimated to be $13,553, an increase of $331 (2.5%).

GENERAL INSURANCE

The Town has several insurance coverages including property, boiler, auto, equipment, landlord liability, and fidelity bonds. Property insurance accounts for more than 80% of all the general insurance costs. The total amount requested for FY20 is increased $87,122 (20.7%) to $507,952 because additional properties covered and property value increases.

PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	BUDGET FY2020	FY20 vs. FY19 $ CHANGE	FY20 vs. FY19 % CHANGE
Out of State Travel	110	3,000	3,000	**0**	**0.0%**
Printing of Warrants & Reports / Town Mtg	44,567	55,000	55,000	**0**	**0.0%**
Mass. Municipal Association (MMA) Dues	12,588	13,222	13,553	**331**	**2.5%**
Vocational Technical	21,753	92,895	92,895	**0**	**0.0%**
General Insurance	334,959	420,830	507,952	**87,122**	**20.7%**
Audit and Professional Services	123,252	137,000	142,000	**5,000**	**3.6%**
Contingency Fund	11,874	15,000	15,000	**0**	**0.0%**
Liability / Catastrophe Fund *	203,644	456,762	389,700	**(67,062)**	**-14.7%**
Affordable Housing Trust Fund *	576,803	545,112	200,000	**(345,112)**	**-63.3%**
Stabilization Fund *	0	0	0	**0**	**-**
Reserve Fund **	1,939,266	2,547,871	2,689,494	**141,623**	**5.6%**
Property Tax Supported (0.75%)	na	1,910,653	2,017,120	**106,467**	**5.6%**
Free Cash Supported (0.25%)	na	637,218	672,373	**35,155**	**5.5%**
TOTAL EXPENDITURE	3,268,816	4,286,692	4,108,594	**(178,098)**	**-4.2%**

* Amounts transferred to the trust fund from General Fund revenues.

** For the FY18 Actual, the figure shown represents the actual amount spent from the Reserve Fund.

AUDIT AND PROFESSIONAL SERVICES

In accordance with State law, the Town contracts for an annual independent audit of its accounts. The cost of the annual audit for FY20 is budgeted at $97,000, while the remaining $45,000 is for outside professional consulting services that may be necessary during the course of the year.

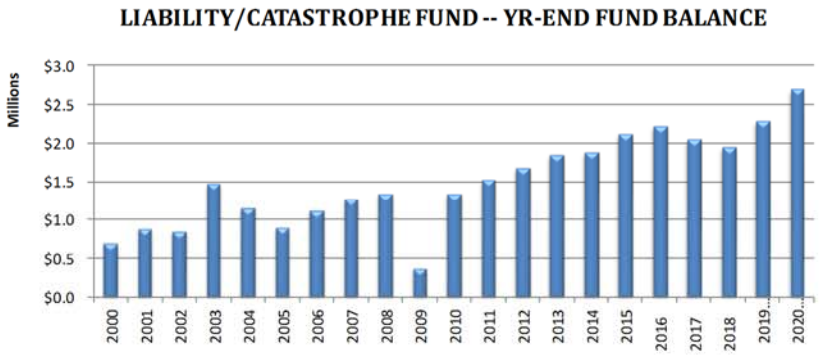
VOCATIONAL TECHNICAL

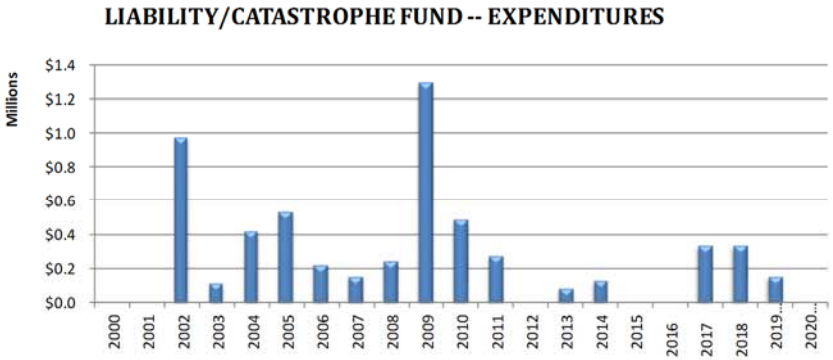
CONTINGENCY FUND

This small contingency fund, which is administered by the Select Board and Town Administrator, is generally used to fund smaller, non-budgeted items and smaller, unforeseen items more appropriately handled from a contingency fund rather than through a reserve fund transfer. It is level-funded at $15,000.

LIABILITY/CATASTROPHE FUND

This reserve was established by Town Meeting in 1997 via Home Rule legislation that was eventually signed into law on April 3, 1998 as Chapter 66 of the Acts of 1998. (It was later amended by Chapter 137 of the Acts of 2001.) The purpose of the Fund is to allow the Town to set aside reserves, pay settlements and judgments, and protect the community from the negative financial impact of catastrophic loss or legal claims. Per the Town's Reserve Fund policies, the required level for this fund is an amount equivalent to 1% of the prior year's net revenue, or $2.68 million for FY20. The amount required to achieve the recommended funding level for FY19 is $389,700, a decrease of $67,062 (14.7%). All of the funding comes from Free Cash, per the Town's Free Cash and Reserve Fund policies. The graphs below show the annual year-end fund balance (left) and expenditure history (right).





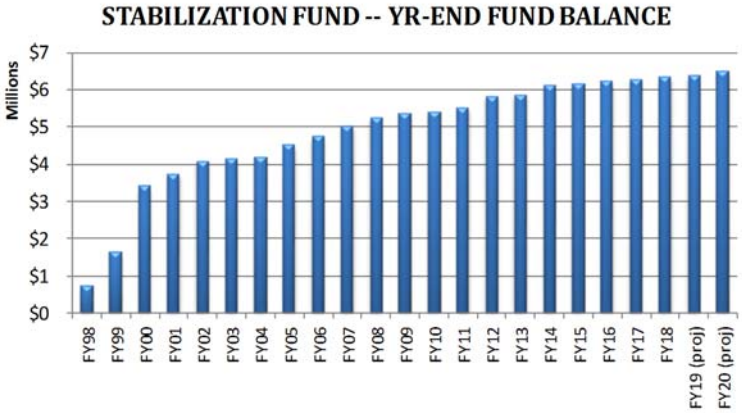
AFFORDABLE HOUSING TRUST FUND (AHTF)

This fund was established as part of the Town's effort to increase the amount of affordable housing in the Town. In FY02, the Town was able to make its first appropriation from General Fund revenues into the Fund, in the amount of $1 million. This was made possible by having an extremely large Free Cash certification of $12.4 million. In order to establish a clear policy regarding how Free Cash relates to the Trust Fund, an allocation formula was adopted. The Fiscal Policy Review Committee (FPRC), as part of its work in CY11, recommended a revision to the policy, which the Select Board adopted. The policy, which can be found in its entirety in the Appendix of this Financial Plan, states that if the year-end fund balance in the AHTF is below $5 million, then 15% of any Free Cash remaining after funding the first four priorities shall be allocated to the AHTF. Due to the fund balance being over $5 million, no allocation is necessary. However, the Town's commitment to affordable housing an appropriation of, $200,000 is recommended for appropriation into the AHTF in FY20. The table on the following page provides a history of funding by source, along with the annual year-end fund balance.

	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19 (proj.)
From Free Cash	$0	$0	$0	$355,264	$251,363	$555,106	$170,390	$163,078	$158,539	$576,803	$545,112
From Developers	$550,372	$0	$0	$0	$0	$0		$0		$444,940	$5,153
Loan Repayments	$221,000			$12,744	$283,111		$549,687		$94,637	$486,276	$157,819
Interest Income	$119,709	$49,911	$35,085	$23,301	$17,563	$18,534	$19,129	$16,424	$15,736	$18,273	$28,812
Misc											
Revenue	**$891,081**	**$49,911**	**$35,085**	**$391,309**	**$552,037**	**$573,640**	**$739,206**	**$179,502**	**$268,912**	**$1,526,292**	**$736,896**
Expend./Encumb.	$0	$1,000,000	$589,663	$825,866	$199,989	$826,062	$2,100,002	$90,162	$0	$429,565	$355,408
Expend./Encumb.	**$0**	**$1,000,000**	**$589,663**	**$825,866**	**$199,989**	**$826,062**	**$2,100,002**	**$90,162**	**$0**	**$429,565**	**$355,408**
Year-End Fund Balance	**$6,402,773**	**$5,452,684**	**$4,898,106**	**$4,576,196**	**$4,928,244**	**$4,675,822**	**$3,315,026**	**$3,404,366**	**$3,673,278**	**$4,770,005**	**$5,151,493**

STABILIZATION FUND

A "Capital Stabilization Fund" was established upon the 1997 recommendation of the CIP Policy Review Committee, a study group appointed by the Select Board to review CIP Financing policies and practices. In 2004, the Fiscal Policy Review Committee (FPRC) recommended that the Stabilization Fund be expanded and made accessible for both operating and capital needs when revenue conditions decline to specified levels. To accommodate the expansion of the Fund's purpose from solely capital to both the capital and operating budgets, the FPRC also recommended changing the funding target from 1% of the replacement value of buildings to 3% of prior year net revenue. As part of the FPRC's CY11 work, the Committee recommended removing the 3% ceiling since the Stabilization Fund is a component of the Town's overall fund balance levels, a key metric used by the bond rating agencies. By removing the ceiling, the Town can deposit more into the fund if overall fund balance levels dictate the need. No appropriation is recommended for FY20. The graph below shows the annual year-end fund balance.

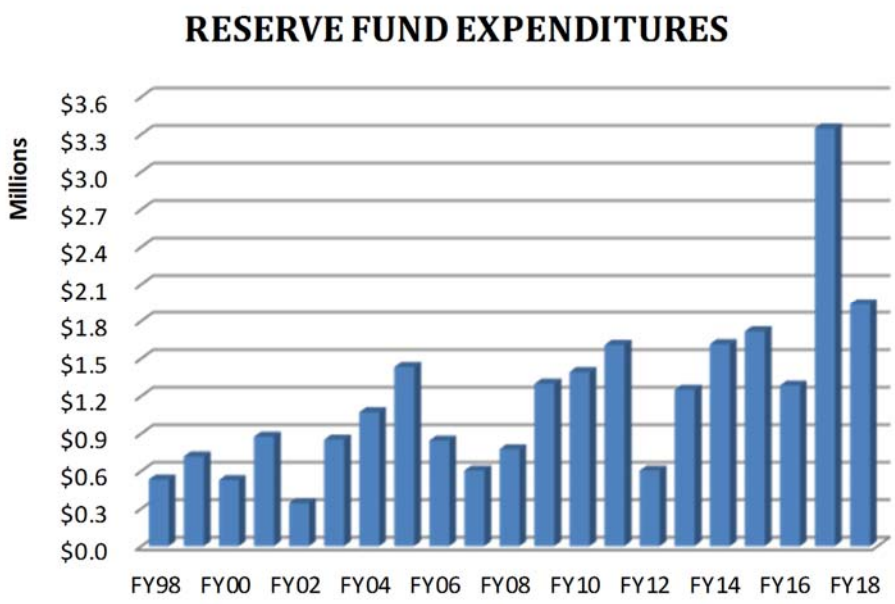


RESERVE FUND

The Reserve Fund is administered by the Advisory Committee and is used to fund extraordinary and unforeseen expenses, per Massachusetts General Laws Chapter 40, Section 6. According to Town policies, it is set at a level equivalent to 1% of the prior year's net revenue and is funded in the following manner:

- 75% from Operating Budget revenue, in an amount equivalent to 0.75% of the prior year's net revenue
- 25% from Free Cash, in an amount equivalent to 0.25% of the prior year's net revenue.

The requested amount of $2,689,494, which represents an increase of $141,623 (5.6%), meets the requirements of the Reserve Fund policies that were reviewed by the Fiscal Policy Review Committee (FPRC) in 2004 and 2011 and can be found in the Appendix of this Financial Plan. Of the total, $2,017,121 comes from the Operating Budget and $672,373 comes from Free Cash. The graph below shows the annual spending history.



Public Schools of Brookline

The School Committee budget request for fiscal year 2020 is $117,235,691 (5.9%). The School Committee will continue to use offsets to fund the school budget.

The Fiscal Year 2020 budget is built to support the Public Schools of Brookline's mission - to ensure that every student develops the skills and knowledge to pursue a productive and fulfilling life, to participate thoughtfully in a democracy, and succeed in a diverse and evolving global society.

Further, the FY 2020 budget rests on two foundational beliefs:

1. Brookline should expect nothing less than exceptional and equitable outcomes for all of our learners. We must use our resources to ensure that we enable every student to succeed at high levels.
2. In an effective school system, what takes place in our classrooms and our schools matters the most. The resources of the district must be organized in a way that recognizes the centrality of our classrooms. As such, administration supports principals as instructional leaders, so principals can support educators, and educators can support each and every one of our students.

Budget Guidelines

The Brookline School Committee (BSC) is responsible for approving and overseeing the Public Schools of Brookline (PSB) annual budget. In accordance with those responsibilities, the BSC annual process begins with this statement of priorities and guidelines to inform the Superintendent's initial construction of a budget for the next fiscal year.

Budget Development Principles

The budget is driven by three primary forces:

1. The Public Schools of Brookline's five core values and four district-wide goals;
    a) High Achievement for All
    b) Educational Equity
    c) Excellence in Teaching
    d) Respect for Human Differences
    e) Collaboration
2. Maintaining the quality of the education, programs, and services in the face of historic and ongoing enrollment growth; and
3. The commitments made in the Operating Overrides approved by Brookline voters in 2018 and prior overrides.
    a) Maintaining current staffing levels and fulfilling our contractual obligations
    b) Responding to our ongoing enrollment growth
    c) Implementing 2018 override's limited number of strategic investments

PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs. FY19	
				$ CHANGE	% CHANGE
TOTAL	105,196,458	110,658,255	117,235,691	6,577,436	5.9%
BENEFITS			27,690,841		
REVENUE					

The BSC urges the Administration to follow these best practice principles for budget development:

1. Emphasize transparency and accountability in the development, presentation, and management of the annual budget, with expenditures and/or reductions expressed in a format readily understandable by the public.
2. Describe the effect on the teaching and learning experience (i.e. students, families, and staff) of any proposed budget changes that are substantive (increases and decreases).
3. Minimize reliance on one-time revenues for ongoing operating budget needs.
4. Plan adequate contingency funds for uncertainties and fluctuations in known areas of budget pressure such as (but not limited to) enrollment, special education, and State budget commitments.
5. Maintain solvency within Revolving funds (such as school lunches and adult education).
6. Seek savings through efficiencies within existing programming and/or staffing before seeking additional revenue, provided the proposed change(s) achieve both sustainable improvements in teaching and learning as well as operational efficiencies.
7. Continue the sustainable growth budget model urged by the 2007 Override Study Committee (OSC), approved by the BSC in 2008, and affirmed by the 2014 OSC: … "consistent with our obligations to engage in good faith bargaining pursuant to M.G.L.c. 150E, [the BSC will] incorporate into our approach to bargaining in the coming year the approach recommended in the Override Study Committee Report of January 2008 on managing total personnel costs, so that the combination of salaries, employee health benefits, and staffing levels grow at a sustainable rate."

Budget Development Current Conditions & Priorities

FY 2020 budget request supports the Public Schools of Brookline's five core values. The district's work in support of these core values is guided by the three-year goals put forth during the development of the FY2019-2021 override budget. These goals focus on maintaining the quality of education, programs and services in the face of historic and ongoing enrollment growth; and on maintaining small class sizes and the resources needed to fund new student support positions in guidance, nursing and English Learner instructors in order to lower student/educator ratios. These goals also continue the work on critical priorities, including educational equity, restorative practices, professional development, and curricula review and renewal.

Since Town voters approved the three-year operating override in May 2018, both the revenue and expense outlooks have changed significantly. These changes have resulted in three unanticipated fiscal challenges that affect the budget in the following ways:

1. Significant changes downward in the Town's growth estimates of new revenue, along with an increase to the school department's charge for pension liability and increased expenses charged to other Town departments, are currently resulting in a net revenue loss to the PSB of $626,254.
2. Revenue from revolving funds and other sources of revenue, including transfers and offsets, are no longer allowed to be considered, resulting in a net revenue loss of $406,714.
3. Unanticipated increases in mandated expenses, mainly a 27% increase in out-of-district tuition expenses, are increasing the special education budget for FY2020.

Combined, the two revenue reductions result in a deficit of $1,032,968 that impacts the FY2020 budget. In the face of these challenges, the FY2020 budget request focuses on three primary areas, all designed to maintain the commitment to small classes, to increased staffing and improved services, and to strategic investments identified in the 2018 and prior operating overrides:

1. Maintaining current staffing levels and fulfilling our contractual obligations - As with all school systems, the majority of PSB's budget pays for teachers and other school-based personnel. Sixty-seven percent (67%) of the FY2020 budget increase funds the contractually obligated costs of maintaining our existing staff. In this presentation of the budget, a pool of funds equivalent to a 2% increase in cost of living (COLA) and equivalent to a 3% increase to cover all known contractual obligations for steps and lanes is included. This funding is within the 2018 override projection for FY2020. Holding this pool of funds in reserve pending the speedy resolution of our Unit A, Unit B, and paraprofessional contracts before they expire in 2019 remains a priority despite the significant FY2020 fiscal challenges.

Budget Development Current Conditions & Priorities (con't.)

2. Responding to our ongoing increases in enrollment and the complexity of student needs - Brookline's historic enrollment growth, which has been affecting the K-8 elementary schools since 2005, is now impacting Brookline High School. Since 2005, the district's K-8 student population has grown by 41%, or 1599 students. During that same time, Brookline High School grew by 11%, or 203 students. Over the next five years, high school enrollment is projected to accelerate and increase by an additional 21%, or 429 students. To keep pace with this ongoing growth, the FY2020 budget allocates increases in staff in several key areas. This includes the following commitments:
    - 7.0 FTE scheduled as a part of the 2018 override to support BHS enrollment growth
    - 3.0 FTEs for guidance (K-8), nursing, and English Learner (EL) instruction
    - 1.0 FTE for an additional educational leader position at Brookline High School
    - A 27% increase in funding for out-of-district tuition to ensure that the PSB fulfills our
    - Moral and legal obligations to provide a free and appropriate public education in the
    - Least restrictive environment to all students
3. Continuing commitment to strategic investments approved by voters in 2018 - In the face of a significant operating deficit, the FY2020 budget maintains the strategic investments approved by voters in 2018. These include:
    - Hiring a Senior Director for Educational Equity
    - Increase in professional development funds to support district-wide professional
    - Development on Diversity, Equity and Inclusion
    - Funding, at appropriate levels, of the resources necessary to support implementation of math program review recommendations, including funding for materials and professional development.
    - Funding the District's Financial Assistance policy
    - Funding to subsidize transportation services for high school students living in South
    - Brookline
    - Holding in reserve funds above the 2% COLA, steps and lanes for paraprofessional
    - Collective bargaining

More detailed school budget information is available on the School Budget Central web site: https://www.brookline.k12.ma.us/Page/108

This category consists of mandated expenditures and assessments that are automatically added to the tax rate without appropriation. Overall, Non-Appropriated expenses are expected to total $8,744,711 a decrease of $152,334 (1.7%) for FY20. The total projected State and County Assessments of $6,825,698, an increase of $232,951 (3.5%), includes $5,364,833 for the MBTA and $1,042,646 for Norfolk County.

CLASS OF EXPENDITURE	ACTUAL FY2018	BUDGET FY2019	REQUEST FY2020	FY20 vs FY19	
				$ CHANGE	% CHANGE
State and County Assessments					
County	948,309	972,017	1,042,646	**70,629**	**7.3%**
Air Pollution District	31,070	31,755	33,397	**1,642**	**5.2%**
Metropolitan Area Planning Council (MAPC)	30,499	30,840	31,698	**858**	**2.8%**
Special Education	1,264	7,957	19,068	**11,111**	**139.6%**
School Choice Sending Tuition	27,059	71,558	70,611	**(947)**	**-1.3%**
Charter School Assessment	73,984	25,399	29,965	**4,566**	**18.0%**
Registry Parking Surcharges	233,480	233,480	233,480	**0**	**0.0%**
MBTA	5,146,859	5,219,741	5,364,833	**145,092**	**2.8%**
SUB-TOTAL - STATE AND COUNTY ASSESSMENTS	6,492,524	6,592,747	6,825,698	**232,951**	**3.5%**
Misc. Non-Appropriated Expenses					
Cherry Sheet Offsets -Libraries	86,983	88,500	87,271	**(1,229)**	**-1.4%**
Tax Levy Overlay	1,722,221	1,762,675	1,806,742	**44,067**	**2.5%**
Tax Titles/ Court Judgments/ Deficits	25,000	453,123	25,000	**(428,123)**	**-94.5%**
SUB-TOTAL - MISC. NON-APPROPRIATED	1,834,204	2,304,298	1,919,013	**(384,056)**	**-16.7%**
TOTAL NON-APPROPRIATED	**8,326,728**	**8,897,045**	**8,744,711**	**(152,334)**	**-1.7%**

COUNTY TAX

General Laws Chapter 35, Section 31, provides that the cost of county government shall be apportioned among the cities and towns within each County according to the equalized valuation (EQV) of each city and town in relation to the total EQV of all cities and towns in the County. EQV's are updated by the State every two years and were updated by the State in CY2018. Under the present EQV's, Brookline pays more than 14% of the Norfolk County assessment. While the overall county assessment is limited to a 2 ½% increase under Proposition 2 ½, individual communities' assessments are not. The Town's FY20 assessment is estimated to increase $70,629 (7.3%) to a total of $1,042,646.

AIR POLLUTION CONTROL DISTRICT

General Laws Chapter 11, Section 142B, requires that communities be assessed for a portion of the costs incurred by the State Department of Environmental Protection (DEP) to monitor air pollution levels and enforce air quality standards at industrial, commercial, and institutional facilities. Expenditures made for such purposes are assessed against the metropolitan communities, one-half in proportion to the EQV's and one-half by the population of each community. Costs for FY20 are expected to increase $1,642 (5.2%) to $33,397.

METROPOLITAN AREA PLANNING COUNCIL (MAPC)

The basic purpose of the Council is to coordinate and assist communities in their planning efforts, particularly for those activities or projects that may have a regional impact. The total assessment is apportioned among communities based on the community's share of the total district population. The assessment is estimated to increase $858 (2.8%) for FY20, resulting in a projected cost of $31,698.

SPECIAL EDUCATION

This assessment is to partially reimburse the State for providing special needs education to children enrolled in state hospital schools. The cost that each municipality is charged is the average per pupil cost of education within the school district multiplied by the Full Time Equivalent of resident pupils served by the State. Current year charges are for pupils served in the prior school year. The FY20 assessment is estimated to increase $11,111 (139.6%) to $19,068.

SCHOOL CHOICE SENDING TUITION

General Laws Chapter 71, Section 12B mandates that the State assess a municipality or regional school district for pupils attending another school district under School Choice. School Choice tuition charges are assessed against the sending district and paid to the receiving school district. Cherry Sheet estimates are based on the prior year's final tuition rates and enrollment figures. The tuition charge is based on the number of Full Time Equivalent students multiplied by the per pupil tuition rate. Per pupil tuition rates are based on the receiving district's per pupil costs for the prior fiscal year. Costs are based on instruction, pupil services, administration, maintenance and fixed charges. A student's tuition equals 75% of the per pupil cost, up to a limit of $5,000. For a student with an individualized education plan, a special

education increment augments that tuition. The amount of the increment is determined by applying annual cost rates to the specific services cited in a pupil's individual education plan. A $70,611 assessment is expected for FY20, which reflects a decrease of $947 (1.3%).

CHARTER SCHOOL ASSESSMENT

General Laws Chapter 71, Section 89, Sub-section (nn) mandates that the State assess a municipality or regional school district for the costs associated with pupils attending a Charter School district. Municipalities and school districts are reimbursed for this assessment based on the following schedule: in year one, an amount equal to 100% of the assessment; in year two, an amount equal to 60% of the assessment; in year three, an amount equal to 40% of the assessment; after year three, no reimbursement. The reimbursement of the assessment, which appears as revenue under State Aid, is, of course, subject to appropriation. If the account is not fully-funded, then the reimbursement is pro-rated. The FY20 assessment is expected to increase by $4,566 (18%), for a projected cost of $29,965.

PARKING FINE REGISTRY SURCHARGE

If after proper notices a motorist fails to pay a parking fine, motor vehicle excise tax, or a charge for abandonment of a motor vehicle, the Town notifies the Registry of Motor Vehicles (RMV) to not renew the license and registration of that motorist. To cover the RMV's administrative costs of entering the necessary information into its computer system, the RMV assesses the Town a fee of $20 for each notification it receives. This fee, which comes through as a charge on the Cherry Sheet, is recovered by the Town by adding this amount and other penalties to the original fine amount. The FY20 surcharge assessment is expected to remain at $233,480.

MBTA

The MBTA provides rapid transit and other mass transit services to 175 cities and towns including Brookline. Prior to the 1999 enactment of the reform package that overhauled the budgeting and assessment procedures for the MBTA (commonly referred to as "forward-funding"), only 78 communities were assessed, totaling $145 million and increasing 2 1/2 % annually. Now 175 communities are assessed and total assessments declined over a six-year period, ending in FY06, when it reached $127.5 million. With the total assessment being spread over a larger number of communities, the assessment for the original 78 communities was lowered over the six-year period. This is governed by General Laws, Chapter 161A. Beginning in FY07, total assessments could not increase by more than 2 1/2% annually.

Each community's MBTA assessment equals its weighted share of the total population of the authority. Chapter 161A, Section 9 has determined the weights for each community. The population figures utilized in this calculation are the most recent from the United States Census Bureau. The FY20 total assessment for all communities is estimated at $174.4 million, with the Town's assessment at $5.36 million, a projected increase of $145,092 (2.8%).

EDUCATION OFFSET

Included in the estimated amount of aid to be received from the State are grant funds for the Libraries. These funds are reserved for direct expenditure by the departments and cannot be counted as general available revenues. Consequently, as part of the tax rate preparation process, whatever amount is included within the state aid estimate is also included in the non-appropriated expense section as an off-setting debit. The main component of Education Offsets is Libraries, which are expected to decrease by $1,229 (1.4%), for a projected cost of $87,271. A more detailed explanation of this item can be found in the financing section (Section III) under State Aid.

TAX LEVY OVERLAY

General Laws Chapter 59, Section 25 requires that the Board of Assessors put aside funds from each tax levy in a reserve that is called an Overlay. This account is established in anticipation that a certain percentage of the tax levy may end up being abated or exempted. Individual tax abatements are paid out of this fund, as are exemptions for certain elderly, veterans, surviving spouses, and blind persons. The final amount of the overlay account is determined by the Assessors and added to the tax rate without appropriation. The overlay balance as of 6/30/18 was $8,085,617.96 The balance does not reflect potential future liabilities of $7,204,083.50 The proposed overlay for FY20 is $1.8 million, or approximately 0.8% of the total property tax levy, an increase of $44,067 (2.5%).

TAX TITLES, COURT JUDGMENTS, AND DEFICITS

State law provides that if the Town receives a court judgment requiring the payment of funds, the Treasurer, with the Director of Account's approval, may pay the award from the treasury without appropriation. The amount must then be added to the tax rate for the following year unless a subsequent appropriation is made to cover the deficit prior to setting the next year's tax rate. From time to time, there are other non-appropriated expenses that have to be added to the tax rate. Any deficits in revenue, overlay, pensions, or debt and interest accounts, along with tax title amounts, must be added to the following year's tax rate. Expenses for FY20 are estimated at $25,000.

FUND ACCOUNTING

The financial operations of the Town are organized into funds and account groups, each of which is a separate fiscal and accounting entity. Fund accounting is used to ensure and demonstrate compliance with finance-related legal requirements. All of the funds can be divided into three categories: governmental funds, proprietary funds, and fiduciary funds.

1. GOVERNMENTAL FUNDS - most Town functions are financed through what are called governmental funds. There are three types of governmental funds maintained by the Town: the General Fund, Special Revenue Funds, and the Capital Projects Fund.

A. General Fund - this is the major operating fund of the Town and it accounts for the vast majority of Town operations. The General Fund is supported by revenues from real estate and personnel property taxes, state and federal aid, excise taxes, investment income, fines and forfeitures, and fees, fines and charges. Most of the Town's departments, including the Schools, are supported in whole or in part by the General Fund.

B. Special Revenue Funds - these are used to account for those types of revenues that are legally restricted to being spent for a specific purpose (except for expendable trusts or major capital projects). These revenues must be accounted for separately from the General Fund for a variety of reasons. The Town's Special Revenue Funds are grouped into five categories:

1. *Revolving Funds* - these allow the Town to raise revenues from a specific service and use those revenues to support the service. Revolving Funds are established by state statute and may require reauthorization each year at Town Meeting. There are four revolving funds on the Town side that require annual reauthorization: the Recreation Revolving Fund, the Sidewalk Betterment Fund, the Facade Improvement Loan Fund, and the Rental of Town Property Fund. Examples of revolving funds on the School side include the School Lunch Fund, the School Athletics Fund, and the Summer School Fund.

2. *Receipts Reserved for Appropriation* - these are restricted to a specific use but also require appropriation by Town Meeting such as Parking Meter Receipts and the Sale of Town-owned real estate.

3. *School Grants* - these are state and federal grants for School programs including smoking cessation, drug free school programs, community partnership, education technology, health services, Title I, and special education.

4. *Other Intergovernmental Funds* - these are state and federal grants for Town programs, such as community policing, Chapter 90 (road repairs), state elections, Council on Aging programs, and library aid.

5. *Other Special Revenue Funds* - these account for miscellaneous special revenues often including private donations for a specific purpose, such as gifts for Police and Fire equipment, numerous Health Department sponsored programs, and Senior Center programs.

C. Capital Projects Fund - this is used to account for monies used for the acquisition or construction of major capital facilities. It is funded primarily by the receipts of bond proceeds resulting form the Town's issuance of bonds for a specific project. Other funding sources include private donations and grants.

2. PROPRIETARY FUNDS - these are used to account for a government's business-type activities. There are two types of proprietary funds - enterprise funds and internal service funds. Both fund types use the same generally accepted accounting principles (GAAP) as similar to businesses in the private sector. Both enterprise and internal service funds recover the full cost of providing services (including capital costs) through fees and charges on those who use their services.

A. Enterprise Funds - these allow for a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. The Town has two enterprise funds: the Water and Sewer Enterprise Fund and the Golf Course Enterprise Fund. Both were established per the provisions of Ch. 44, Sec. 53F1/2.

B. Internal Service Funds - these are an accounting device used to accumulate and allocate costs internally among various functions. The Town uses internal service finds to account for health insurance activities, worker's compensation benefits, and municipal insurance.

3. FIDUCIARY FUNDS - these are used to account for assets held by the Town in a trustee capacity or as an agent for individuals, private organizations, and other governmental units. Fiduciary Funds include expendable trusts, non-expendable trusts, and agency funds.

A. Expendable Trusts - these are used to account for monies received by the Town in a trustee capacity where both the principal and earnings of the fund may be expended. Examples include the Town's Stabilization Fund, the BAA Trust Fund, and the Friends of Brookline Health.

B. Non-Expendable Trusts - these are used to account for trusts where the principal must remain intact. Generally, income earned on the non-expendable trust principal may be expended in accordance with the conditions of the trust. Examples include the Cemetery Perpetual Trust, the Ben Alper Tree Trust, and the Abbie Deanne School Trust.

C. Agency Funds - these are used to account for funds that are custodial in nature and do not involve the measurement of operations. An example is the private details fund.

FUND BALANCE

Fund balance is the difference between assets and liabilities in a governmental fund. It is a key measure of financial health that credit rating agencies carefully review as part of their evaluation of a government's continued creditworthiness. The table below and on the following pages show the Combined Summary of Revenues and Expenditures, on a budgetary basis, for the Town for fiscal years 2014-2018. It shows the beginning and year-end fund balances for the Town's funds.

COMBINED SUMMARY OF REVENUES AND EXPENDITURES (Budgetary basis) - FY14

	Governmental General Fund	Special Revenue	Enterprise - Water & Sewer	Enterprise - Golf	Capital Projects	Trust Funds	Agency Funds	Total All Funds
Revenues								
Real & Personal Property Taxes, net of refunds	174,869,775							$ 174,869,775
Motor Vehicle & other Excise Taxes	5,808,435							$ 5,808,435
Hotel/Motel Tax	1,484,588							$ 1,484,588
Meals Tax	1,092,031							$ 1,092,031
Charges for Services	4,617,788	13,821,769	26,328,023	1,104,283		77,093	2,926,993	$ 48,875,949
Penalties & Interest on Taxes	540,505		80,858					$ 621,363
PILOT	1,198,180							$ 1,198,180
Licensees and Permits	4,034,079							$ 4,034,079
Fines & forfeitures	4,317,013	29,575						$ 4,346,588
Intergovernmental	16,618,615	11,376,394			631,043	6,167		$ 28,632,219
Departmental & other	1,427,579	636,117	20,724	131,040	(61,671)	2,977,874	1,017,888	$ 6,149,551
Contributions		1,681,486				374,782		$ 2,056,268
Investment Income	233,380	10,212		3,030	136	915,566	1,971	$ 1,164,295
Total Revenues	**$ 216,241,968**	**$ 27,555,553**	**$ 26,429,605**	**$ 1,238,353**	**$ 569,508**	**$ 4,351,482**	**$ 3,946,852**	**$ 280,333,321**
Expenditures:								
Current:								
General Government	9,873,847	522,216	24,125,334		1,160,273	826,431		$ 36,508,101
Public Safety	35,053,798	795,909			4,136,573	30,992	2,829,996	$ 42,847,268
Education	82,249,488	14,495,635			1,725,922	209,585	983,676	$ 99,664,306
Public Works	14,965,286	3,494,207			6,936,803	99,710		$ 25,496,006
CDBG		1,934,420						$ 1,934,420
Human Services	2,435,879	493,919				38,550		$ 2,968,348
Leisure Services	4,789,399	2,375,887		1,048,181	190,653	183,160		$ 8,587,280
Pension benefits	17,407,868					1,903,399		$ 19,311,267
Fringe Benefits	32,321,245					135,809		$ 32,457,054
State and county charges	6,196,321							$ 6,196,321
Debt Service:								$ -
Principal	7,209,938							$ 7,209,938
Interest	2,087,932							$ 2,087,932
Total Expenditures	**$ 214,591,001**	**$ 24,112,193**	**$ 24,125,334**	**$ 1,048,181**	**$ 14,150,224**	**$ 3,427,636**	**$ 3,813,672**	**$ 285,268,241**
Excess (deficiency) of Revenues over Expenditures	**$ 1,650,967**	**$ 3,443,360**	**$ 2,304,271**	**$ 190,172**	**$ (13,580,716)**	**$ 923,846**	**$ 133,180**	**$ (4,934,920)**
Other Financing Sources (Uses):								
Proceeds from bonds & notes			99,604	34,861	8,400,000			$ 8,534,465
Premium from issuance of bonds	627,711							$ 627,711
Sale of Capital Assets								$ -
Overlay Transfer								$ -
Transfers in	6,852,688	192,200			8,581,000	850,728		$ 16,476,616
Transfers out	(9,386,106)	(4,720,272)	(2,125,747)	(150,416)	(6,253)	(87,822)		$ (16,476,616)
Total Other Financing Sources (Uses):	**$ (1,905,707)**	**$ (4,528,072)**	**$ (2,026,143)**	**$ (115,555)**	**$ 16,974,747**	**$ 762,906**	**$ -**	**$ 9,162,176**
Other Adjustments to Fund Balance	**$ -**							**$ -**
Net Change in Fund Balances	**$ (254,740)**	**$ (1,084,712)**	**$ 278,128**	**$ 74,617**	**$ 3,394,031**	**$ 1,686,752**	**$ 133,180**	**$ 4,227,256**
Budgetary Fund Balance at Beginning of Year	**$ 22,539,597**	**$ 12,589,696**	**$ 1,943,929**	**$ 268,512**	**$ 25,990,484**	**$ 23,137,904**	**$ (254,551)**	**$ 86,215,571**
Budgetary Fund Balance at End of Year	**$ 22,284,857**	**$ 11,504,984**	**$ 2,222,057**	**$ 343,129**	**$ 29,384,515**	**$ 24,824,656**	**$ (121,371)**	**$ 90,442,827**

SOURCE: Office of the Comptroller

TOWN OF BROOKLINE FY2020 PROGRAM BUDGET	FUND BALANCE

COMBINED SUMMARY OF REVENUES AND EXPENDITURES (Budgetary basis) - FY15

	Governmental General Fund	Special Revenue	Enterprise - Water & Sewer	Enterprise - Golf	Capital Projects	Trust Funds	Agency Funds	Total All Funds
Revenues								
Real & Personal Property Taxes, net of refunds	180,868,177							$ 180,868,177
Motor Vehicle & other Excise Taxes	6,129,194							$ 6,129,194
Hotel/Motel Tax	1,585,628							$ 1,585,628
Meals Tax	1,080,825							$ 1,080,825
Charges for Services	4,806,112	14,484,793	26,467,125	1,150,833		62,766	2,884,543	$ 49,856,172
Penalties & Interest on Taxes	547,781		104,730					$ 652,511
PILOT	1,317,054							$ 1,317,054
Licensees and Permits	4,436,016							$ 4,436,016
Fines & forfeitures	4,086,866	15,275						$ 4,102,141
Intergovernmental	17,549,007	12,894,481			1,245,634			$ 31,689,122
Departmental & other	1,430,968	2,223,277	6,274	132,468		1,037,452	1,082,426	$ 5,912,865
Investment Income	228,602	2,779		914	2,431	314,833	1,736	$ 551,295
Total Revenues	**$ 224,066,230**	**$ 29,620,605**	**$ 26,578,129**	**$ 1,284,215**	**$ 1,248,065**	**$ 1,415,051**	**$ 3,968,705**	**$ 288,181,000**
Expenditures:								
Current:								
General Government	9,687,277	1,467,673	24,458,285		1,288,131	2,107,108		$ 39,008,474
Public Safety	36,016,716	707,543			8,820,046	88,240	2,911,211	$ 48,543,756
Education	86,674,422	15,864,317			3,046,938	225,865	993,546	$ 106,805,088
Public Works	16,422,239	4,002,883			6,926,219	24,777		$ 27,376,118
Human Services	2,575,827	418,488				42,749		$ 3,037,064
Leisure Services	4,839,431	2,263,716		1,111,062	96,890	222,030		$ 8,533,129
Pension benefits	17,890,372							$ 17,890,372
Fringe Benefits	32,742,183					1,934,621		$ 34,676,804
State and county charges	6,221,857							$ 6,221,857
Debt Service:								$ -
Principal	7,196,544							$ 7,196,544
Interest	2,193,256							$ 2,193,256
Total Expenditures	**$ 222,460,124**	**$ 24,724,620**	**$ 24,458,285**	**$ 1,111,062**	**$ 20,178,224**	**$ 4,645,390**	**$ 3,904,757**	**$ 301,482,462**
Excess (deficiency) of Revenues over Expenditures	**$ 1,606,106**	**$ 4,895,985**	**$ 2,119,844**	**$ 173,153**	**$ (18,930,159)**	**$ (3,230,339)**	**$ 63,948**	**$ (13,301,462)**
Other Financing Sources (Uses):								
Proceeds from bonds & notes					5,620,890			$ 5,620,890
Premium from issuance of bonds	211,939		37,196	14,615				$ 263,750
Sale of Capital Assets								$ -
Overlay Transfer								$ -
Transfers in	6,992,764	42,200			9,415,000	2,491,729		$ 18,941,693
Transfers out	(9,585,390)	(4,766,489)	(1,973,970)	(163,049)	(89,256)	(42,200)		$ (16,620,354)
Total Other Financing Sources (Uses):	**$ (2,380,687)**	**$ (4,724,289)**	**$ (1,936,774)**	**$ (148,434)**	**$ 14,946,634**	**$ 2,449,529**	**$ -**	**$ 8,205,979**
Other Adjustments to Fund Balance	**$ -**							**$ -**
Net Change in Fund Balances	**$ (774,581)**	**$ 171,696**	**$ 183,070**	**$ 24,719**	**$ (3,983,525)**	**$ (780,810)**	**$ 63,948**	**$ (5,095,483)**
Budgetary Fund Balance at Beginning of Year	**$ 22,284,859**	**$ 11,504,984**	**$ 2,222,057**	**$ 343,129**	**$ 29,384,515**	**$ 24,824,656**	**$ (121,371)**	**$ 90,442,829**
Budgetary Fund Balance at End of Year	**$ 21,510,278**	**$ 11,676,680**	**$ 2,405,127**	**$ 367,848**	**$ 25,400,990**	**$ 24,043,846**	**$ (57,423)**	**$ 85,347,346**

SOURCE: Office of the Comptroller

TOWN OF BROOKLINE FY2020 PROGRAM BUDGET	FUND BALANCE

COMBINED SUMMARY OF REVENUES AND EXPENDITURES (Budgetary basis) - FY16

	Governmental General Fund	Special Revenue	Enterprise - Water & Sewer	Enterprise - Golf	Capital Projects	Trust Funds	Agency Funds	Total All Funds
Revenues								
Real & Personal Property Taxes, net of refunds	194,377,798							$ 194,377,798
Motor Vehicle & other Excise Taxes	6,360,901							$ 6,360,901
Hotel/Motel Tax	1,587,568							$ 1,587,568
Meals Tax	1,125,291							$ 1,125,291
Charges for Services	4,981,404	15,049,512	27,535,076	1,155,629		66,572	4,028,996	$ 52,817,189
Penalties & Interest on Taxes	501,939		107,198					$ 609,137
PILOT	1,042,912							$ 1,042,912
Licensees and Permits	6,098,439							$ 6,098,439
Fines & forfeitures	4,146,003	11,045						$ 4,157,048
Intergovernmental	19,053,808	9,966,000			768,475			$ 29,788,283
Departmental & other	1,635,149	2,753,245	8,202	120,299		2,704,254	1,125,275	$ 8,346,424
Investment Income	210,123	2,312		754	9,195	515,226	1,609	$ 739,219
Total Revenues	**$ 241,121,335**	**$ 27,782,114**	**$ 27,650,476**	**$ 1,276,682**	**$ 777,670**	**$ 3,286,052**	**$ 5,155,880**	**$ 307,050,209**
Expenditures:								
Current:								
General Government	11,047,835	1,030,760	25,356,761		553,490	90,162		$ 38,079,008
Public Safety	36,522,970	1,039,045			4,710,475	14,525	4,079,570	$ 46,366,585
Education	95,715,553	16,366,395			6,337,744	267,542	1,132,429	$ 119,819,663
Public Works	14,870,343	110,491			9,532,338	49,686		$ 24,562,858
Human Services	2,605,616	1,608,883				34,245		$ 4,248,744
Leisure Services	4,969,808	2,475,960		1,286,043	753,197	166,821		$ 9,651,829
Pension benefits	18,724,794							$ 18,724,794
Fringe Benefits	34,511,939					1,960,254		$ 36,472,193
State and county charges	6,283,848							$ 6,283,848
Debt Service:								$ -
Principal	7,188,044							$ 7,188,044
Interest	2,082,502							$ 2,082,502
Total Expenditures	**$ 234,523,252**	**$ 22,631,534**	**$ 25,356,761**	**$ 1,286,043**	**$ 21,887,244**	**$ 2,583,235**	**$ 5,211,999**	**$ 313,480,068**
Excess (deficiency) of Revenues over Expenditures	**$ 6,598,083**	**$ 5,150,580**	**$ 2,293,715**	**$ (9,361)**	**$ (21,109,574)**	**$ 702,817**	**$ (56,119)**	**$ (6,429,859)**
Other Financing Sources (Uses):								
Proceeds from bonds & notes					18,735,000			$ 18,735,000
Premium from issuance of bonds	1,362,097		84,413					$ 1,446,510
Sale of Capital Assets								$ -
Overlay Transfer								$ -
Transfers in	6,896,145	42,200			9,083,000	163,078		$ 16,184,423
Transfers out	(9,246,078)	(4,729,124)	(1,988,729)	(177,791)	(1,030,501)	(42,200)		$ (17,214,423)
Total Other Financing Sources (Uses):	**$ (987,836)**	**$ (4,686,924)**	**$ (1,904,316)**	**$ (177,791)**	**$ 26,787,499**	**$ 120,878**	**$ -**	**$ 19,151,510**
Other Adjustments to Fund Balance	**$ -**							**$ -**
Net Change in Fund Balances	**$ 5,610,247**	**$ 463,656**	**$ 389,399**	**$ (187,152)**	**$ 5,677,925**	**$ 823,695**	**$ (56,119)**	**$ 12,721,651**
Budgetary Fund Balance at Beginning of Year	**$ 21,510,276**	**$ 11,676,679**	**$ 2,405,127**	**$ 367,849**	**$ 25,400,988**	**$ 24,043,848**	**$ (57,424)**	**$ 85,347,343**
Budgetary Fund Balance at End of Year	**$ 27,120,523**	**$ 12,140,335**	**$ 2,794,526**	**$ 180,697**	**$ 31,078,913**	**$ 24,867,543**	**$ (113,543)**	**$ 98,068,994**

SOURCE: Office of the Comptroller

TOWN OF BROOKLINE FY2020 PROGRAM BUDGET	FUND BALANCE

COMBINED SUMMARY OF REVENUES AND EXPENDITURES (Budgetary basis) - FY17

	Governmental General Fund	Special Revenue	Enterprise - Water & Sewer	Enterprise - Golf	Capital Projects	Trust Funds	Agency Funds	Total All Funds
Revenues								
Real & Personal Property Taxes, net of refunds	202,978,672							$ 202,978,672
Motor Vehicle & other Excise Taxes	6,211,079							$ 6,211,079
Hotel/Motel Tax	1,755,279							$ 1,755,279
Meals Tax	1,149,091							$ 1,149,091
Charges for Services	5,203,142	16,590,792	29,478,851	1,149,851		46,620	3,805,891	$ 56,275,147
Penalties & Interest on Taxes	634,706		101,805					$ 736,511
PILOT	1,407,085							$ 1,407,085
Licensees and Permits	6,182,662							$ 6,182,662
Fines & forfeitures	3,946,159	7,405						$ 3,953,564
Intergovernmental	19,621,565	10,115,203			5,137,890			$ 34,874,658
Departmental & other	1,854,169	2,404,882	9,363	143,476		36,751,944		$ 41,163,834
Investment Income	302,106	7,281		824	5,773	4,792,866		$ 5,108,850
Total Revenues	**$ 251,245,715**	**$ 29,125,563**	**$ 29,590,019**	**$ 1,294,151**	**$ 5,143,663**	**$ 41,591,430**	**$ 3,805,891**	**$ 361,796,432**
Expenditures:								
Current:								
General Government	10,615,748	921,356	25,452,439		353,139			$ 37,342,682
Public Safety	39,012,850	1,086,635			6,781,501	4,771	3,955,633	$ 50,841,390
Education	101,346,286	15,935,947			35,156,361	301,674		$ 152,740,268
Public Works	15,289,971	2,789,023			7,624,689	57,638		$ 25,761,321
Human Services	2,644,495	1,668,322				46,147		$ 4,358,964
Leisure Services	5,079,973	2,578,677		1,043,545	580,020	165,049		$ 9,447,264
Pension benefits	19,720,540					2,517,125		$ 22,237,665
Fringe Benefits	36,064,565					235,673		$ 36,300,238
State and county charges	6,423,594							$ 6,423,594
Debt Service:								$ -
Principal	7,859,250							$ 7,859,250
Interest	2,384,901							$ 2,384,901
Total Expenditures	**$ 246,442,173**	**$ 24,979,960**	**$ 25,452,439**	**$ 1,043,545**	**$ 50,495,710**	**$ 3,328,077**	**$ 3,955,633**	**$ 355,697,537**
Excess (deficiency) of Revenues over Expenditures	**$ 4,803,542**	**$ 4,145,603**	**$ 4,137,580**	**$ 250,606**	**$ (45,352,047)**	**$ 38,263,353**	**$ (149,742)**	**$ 6,098,895**
Other Financing Sources (Uses):								
Proceeds from bonds & notes					36,925,000			$ 36,925,000
Premium from issuance of bonds		2,621,736						$ 2,621,736
Sale of Capital Assets								$ -
Overlay Transfer								$ -
Transfers in	8,849,072	42,200			9,744,764	158,539		$ 18,794,575
Transfers out	(9,032,579)	(5,600,900)	(2,057,070)	(182,098)	(9,004)	(42,200)		$ (16,923,851)
Total Other Financing Sources (Uses):	**$ (183,507)**	**$ (2,936,964)**	**$ (2,057,070)**	**$ (182,098)**	**$ 46,660,760**	**$ 116,339**	**$ -**	**$ 41,417,460**
Other Adjustments to Fund Balance	**$ -**							**$ -**
Net Change in Fund Balances	**$ 4,620,035**	**$ 1,208,639**	**$ 2,080,510**	**$ 68,508**	**$ 1,308,713**	**$ 38,379,692**	**$ (149,742)**	**$ 47,516,355**
Budgetary Fund Balance at Beginning of Year	**$ 27,120,524**	**$ 12,140,333**	**$ 2,794,525**	**$ 180,696**	**$ 31,078,913**	**$ 24,867,542**	**$ (113,542)**	**$ 98,068,991**
Budgetary Fund Balance at End of Year	**$ 31,740,559**	**$ 13,348,972**	**$ 4,875,035**	**$ 249,204**	**$ 32,387,626**	**$ 63,247,234**	**$ (263,284)**	**$ 145,585,346**

SOURCE: Office of the Comptroller

TOWN OF BROOKLINE FY2020 PROGRAM BUDGET	FUND BALANCE

COMBINED SUMMARY OF REVENUES AND EXPENDITURES (Budgetary basis) - FY18

	Governmental General Fund	Special Revenue	Enterprise - Water & Sewer	Enterprise - Golf	Capital Projects	Trust Funds	Agency Funds	Total All Funds
Revenues								
Real & Personal Property Taxes, net of refunds	210,228,561							$ 210,228,561
Motor Vehicle & other Excise Taxes	6,544,129							$ 6,544,129
Hotel/Motel Tax	2,110,505							$ 2,110,505
Meals Tax	1,200,334							$ 1,200,334
Charges for Services	11,050,654	11,460,833	26,978,915	1,227,310		66,965	4,533,468	$ 55,318,145
Penalties & Interest on Taxes	646,949		92,494					$ 739,443
PILOT	1,090,649							$ 1,090,649
Licensees and Permits	7,988,083							$ 7,988,083
Fines & forfeitures	3,471,240	13,400						$ 3,484,640
Intergovernmental	20,286,542	10,712,553			8,833,485			$ 39,832,580
Departmental & other	1,532,678	2,418,372	5,291	136,218	1,800	8,330,461		$ 12,424,820
Investment Income	620,634	31,285		3,163	5,662	4,083,328		$ 4,744,072
Total Revenues	**$ 266,770,958**	**$ 24,636,443**	**$ 27,076,700**	**$ 1,366,691**	**$ 8,840,947**	**$ 12,480,754**	**$ 4,533,468**	**$ 345,705,961**
Expenditures:								
Current:								
General Government	10,696,950	845,139	25,549,357		16,528,788	379,000		$ 53,999,234
Public Safety	38,455,147	1,378,115			5,143,161	10,899	4,967,552	$ 49,954,874
Education	105,196,458	16,448,608			55,618,951	337,921		$ 177,601,938
Public Works	16,274,326	942,055			8,257,493	47,385		$ 25,521,259
Human Services	2,613,190	1,895,323				34,508		$ 4,543,021
Leisure Services	5,177,760	2,757,978		1,123,111	371,924	195,823		$ 9,626,596
Pension benefits	21,519,358					2,711,709		$ 24,231,067
Fringe Benefits	38,001,571					184,308		$ 38,185,879
State and county charges	6,480,817							$ 6,480,817
Debt Service:								$ -
Principal	9,007,500					50,565		$ 9,058,065
Interest	3,566,569							$ 3,566,569
Total Expenditures	**$ 256,989,646**	**$ 24,267,218**	**$ 25,549,357**	**$ 1,123,111**	**$ 85,920,317**	**$ 3,952,118**	**$ 4,967,552**	**$ 402,769,319**
Excess (deficiency) of Revenues over Expenditures	**$ 9,781,312**	**$ 369,225**	**$ 1,527,343**	**$ 243,580**	**$ (77,079,370)**	**$ 8,528,636**	**$ (434,084)**	**$ (57,063,358)**
Other Financing Sources (Uses):								
Proceeds from bonds & notes					43,985,000			$ 43,985,000
Premium from issuance of bonds		377,661			2,580,000			$ 2,957,661
Sale of Capital Assets								$ -
Overlay Transfer								$ -
Transfers in	3,074,754	68,413			10,020,862	576,803		$ 13,740,832
Transfers out	(9,706,001)	(746,983)	(2,533,725)	(179,991)	(531,932)	(42,200)		$ (13,740,832)
Total Other Financing Sources (Uses):	**$ (6,631,247)**	**$ (300,909)**	**$ (2,533,725)**	**$ (179,991)**	**$ 56,053,930**	**$ 534,603**	**$ -**	**$ 46,942,661**
Other Adjustments to Fund Balance	**$ -**							**$ -**
Net Change in Fund Balances	**$ 3,150,065**	**$ 68,316**	**$ (1,006,382)**	**$ 63,589**	**$ (21,025,440)**	**$ 9,063,239**	**$ (434,084)**	**$ (10,120,697)**
Budgetary Fund Balance at Beginning of Year	**$ 30,740,556**	**$ 13,348,971**	**$ 4,875,035**	**$ 249,205**	**$ 32,387,625**	**$ 63,247,234**	**$ (263,284)**	**$ 144,585,342**
Budgetary Fund Balance at End of Year	**$ 33,890,621**	**$ 13,417,287**	**$ 3,868,653**	**$ 312,794**	**$ 11,362,185**	**$ 72,310,473**	**$ (697,368)**	**$ 134,464,645**

SOURCE: Office of the Comptroller

FUND BALANCE - GENERAL FUND

The following tables show fund balance histories for the General Fund and the three other major funds that support departmental operations.

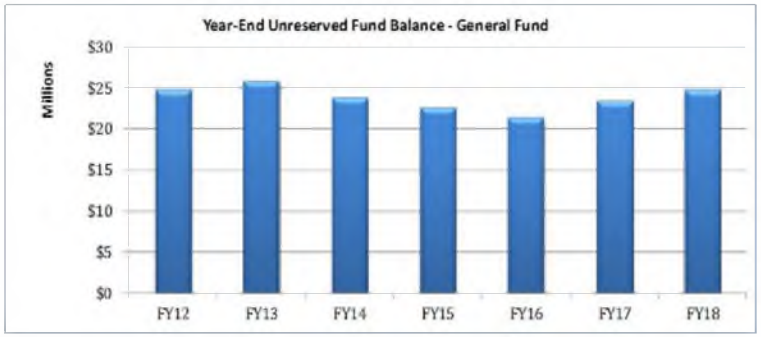
GENERAL FUND

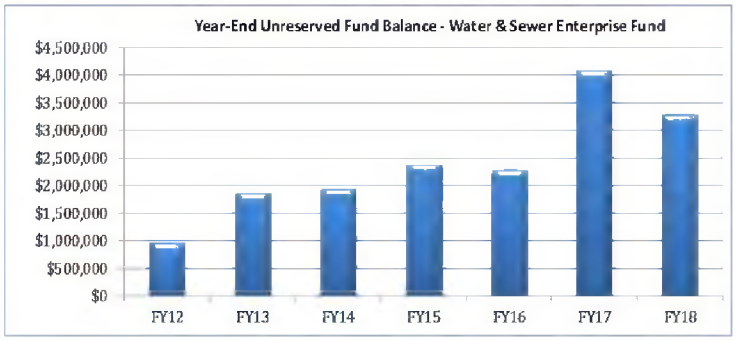
	FY12	FY13	FY14	FY15	FY16	FY17	FY18
Beginning Unreserved Fund Balance	22,555,076	24,801,047	25,833,833	23,869,182	22,575,235	21,345,882	23,389,047
Net Change in Unreserved Fund Balance [1]	2,245,971	1,032,786	(1,964,651)	(1,293,947)	(1,229,353)	2,043,165	1,338,200
Year-End Unreserved Fund Balance	24,801,047	25,833,833	23,869,182	22,575,235	21,345,882	23,389,047	24,727,247

WATER & SEWER ENTERPRISE FUND (exclusive of bonded capital accounts)

	FY12	FY13	FY14	FY15	FY16	FY17	FY18
Beginning Unreserved Fund Balance	322,324	966,046	1,862,276	1,949,529	2,377,367	2,280,410	4,082,582
Net Change in Unreserved Fund Balance	643,722	896,230	87,253	427,838	(96,957)	1,802,172	(797,710)
Year-End Unreserved Fund Balance	966,046	1,862,276	1,949,529	2,377,367	2,280,410	4,082,582	3,284,872

[1] Under new GASB requirements, fund balance calculation changed starting in FY11. The Year-End Unreserved Fund Balance figures shown from FY11 on are the "Unassigned" Fund Balances per the new GASB requirements.



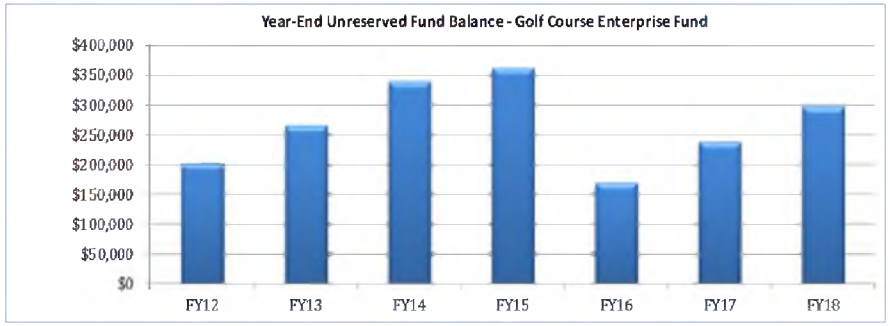


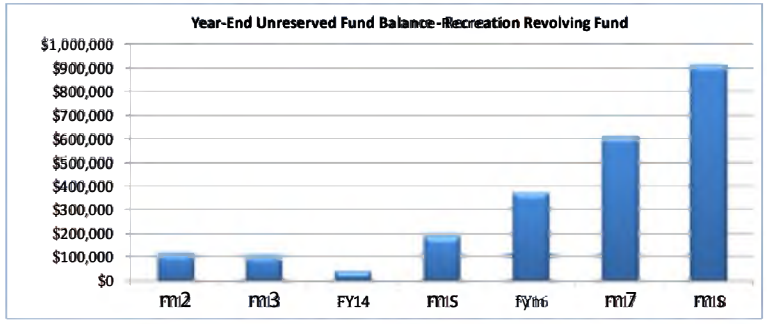
GOLF COURSE ENTERPRISE FUND (exclusive of bonded capital accounts)

	FY12	FY13	FY14	FY15	FY16	FY17	FY18
Beginning Fund Balance	148,737	202,811	265,150	338,400	359,800	168,308	236,834
Net Change in Unreserved Fund Balance	54,074	62,339	73,250	21,400	(191,492)	68,526	59,738
Year-End Unreserved Fund Balance	202,811	265,150	338,400	359,800	168,308	236,834	296,572

RECREATION REVOLVING FUND

	FY12	FY13	FY14	FY15	FY16	FY17	FY18
Beginning Fund Balance	464,403	115,871	104,087	40,231	187,623	369,823	610,734
Net Change in Unreserved Fund Balance	(348,532)	(11,784)	(63,856)	147,392	182,200	240,911	302,075
Year-End Unreserved Fund Balance	115,871	104,087	40,231	187,623	369,823	610,734	912,809





Outside of the General Fund, there exist particular revenues that are earmarked for and restricted to expenditure for specified purposes, including receipts reserved for appropriation, revolving funds, trust and agency funds, enterprise funds, special purpose funds, and grants. Generally referred to as Special Revenue Funds, these external funds augment the General Fund to support departmental operations. While some are one-time in nature (e.g., grants), others have annual inflows and outflows (e.g., parking meter receipts, cemetery lot sales). Below is a list of all Town special revenue funds, their FY17 year-end fund balance, fund balance as of January 1, 2018 and a brief description of each fund.

* NOTE: Under "Fund Type", "Revolving Fund (A)" does not, per state law, require appropriation. "Revolving Fund (B)" does require appropriation.

DEPT	FUND	FUND TYPE	FUND NAME	FY18 YEAR-END FUND BALANCE	FUND BALANCE AS OF 1/1/19	DESCRIPTION
Building	SP19	Local Grant	KEYSPAN ENERGY GRANT	339	8,089	Funds from KeySpan used for energy conservation projects
Building	SP20	Local Grant	NSTAR GRANT/REBATE	3,506	103,914	Funds from NStar used for energy conservation projects
Building	SP25	Revolving Fund (B)	TOWN PROPERTIES REVOLVING FUND	234,541	153,974	Proceeds from rental properties to support maintenance of those facilities
	BUILDING SUB-TOTAL			**238,386**	**265,977**	
COA	SH01	State Grant	COA SPENDING PLAN FORMULA GRANT	0	(67,198)	Used to support personnel
COA	SH24	Local Grant	SENIOR CENTER GIFT	743	1,576	Private Grants to support special projects
COA	SH33	Local Grant	COUNCIL ON AGING GIFT-VAN EXPENSES	2,497	7,038	Donations to support the Senior Center van
COA	SH35	Federal Grant	SPRINGWELL ALZHEIMER'S RESPITE	87	87	Federal Grant for Respite Workers
COA	SH49	Local Grant	PILOT PROP TAX WORK-OFF FOR RENTERS	4,161	4,161	Donation to fund a pilot project of the renters property tax workoff
COA	SH50	State Grant	ENHANCED MOBILITY FOR SENIORS	(5,349)	12,992	Funds transit/service improvements for seniors and disabled
COA	SH55	State Grant	EARMARK ALZHEIMER'S RESPITE	0	15,000	Provides respite care to families
COA	TH04	Trust	COUNCIL ON AGING EXPENDABLE FUND	15,514	9,482	Supports the Elderbus
	COUNCIL ON AGING SUB-TOTAL			**17,653**	**(16,862)**	
Fire	SG19	Revolving Fund (A)	PRIVATE DETAILS	(70,746)	(218,341)	Fire Details account
Fire	SP14	State Grant	SAFE GRANT	9,382	1,717	For the Student Awareness of Fire Education (SAFE) program
Fire	SP55	Local Grant	FIRE SAFETY/PREVENTION GIFT	501	1	Local gifts to support fire safety efforts
Fire	SP74	State Grant	MASS DECONTAMINATION UNIT DEPLOYMENT	1,174	1,174	Maintain/replace supplies/equipment for Mass Decontamination Trailer
	FIRE SUB-TOTAL			**(59,689)**	**(215,449)**	
Health/Human Svcs	SG20	Local Grant	HOLOCAUST MEMORIAL GIFTS	164	164	Supports Holocaust Witness Project
Health/Human Svcs	SG22	Local Grant	MARTIN LUTHER KING DAY	171	171	Supports MLK and Black History programs
Health/Human Svcs	SH03	Local Grant	TUBERCULOSIS GRANT	26,221	8,637	Supports public health nursing
Health/Human Svcs	SH04	Local Grant	ALCOHOLIC BEVERAGE SERVER TRAINING	0	0	Supports training of bartenders
Health/Human Svcs	SH07	Local Grant	ASIAN-AMERICAN HERITAGE PROGRAM	3,066	55	Supports Asian-American programs
Health/Human Svcs	SH11	State Grant	SEPTIC MANAGEMENT PROGRAM	4,071	4,071	Supports environmental health projects
Health/Human Svcs	SH12	Local Grant	VIOLENCE PREVENTION	8,071	5,451	Supports violence and substance abuse prevention
Health/Human Svcs	SH13	Local Grant	CHILDREN'S INSURANCE	513	708	Supports children's health programs
Health/Human Svcs	SH15	Local Grant	ELDER HEALTH	9,122	8,663	Supports elder health programs (with COA)
Health/Human Svcs	SH16	Federal Grant	MLK SERVICE DAY	100	100	Supports MLK and Black History programs
Health/Human Svcs	SH17	Local Grant	CHILDREN'S INJURY PREVENTION	156	156	Supports injury prevention programs
Health/Human Svcs	SH19	Local Grant	CLINIC BOOKS	10,705	10,705	Supports dental health programs and outreach

DEPT	FUND	FUND TYPE	FUND NAME	FY18 YEAR-END FUND BALANCE	FUND BALANCE AS OF 1/1/19	DESCRIPTION
Health/Human Svcs	SH22	Local Grant	CHINESE HEALTH	15,131	15,131	Supports programs targeting Chinese speakers and translation services
Health/Human Svcs	SH23	Local Grant	RUSSIAN AMERICAN FESTIVAL	1,723	1,723	Supports outreach efforts to Russian immigrant community
Health/Human Svcs	SH27	Special Purpose	COMMISSION FOR THE DISABLED	30,363	28,163	From handicapped parking violations to support Commission
Health/Human Svcs	SH37	Local Grant	MEDICAL RESERVE CORPS	1,246	206	Supports activities of the Medical Reserve Corps
Health/Human Svcs	SH38	State Grant	EMERGENCY PREPARATION	26,458	27,646	From State DPH for emergency preparation planning
Health/Human Svcs	SH39	Local Grant	DIVERSE THE CURSE GIFT	1,366	1,366	For Hidden Brookline projects
Health/Human Svcs	SH40	Local Grant	WELLNESS IN THE COMMUNITY	1,054	1,054	Supports wellness initiatives including "Brookline On the Move"
Health/Human Svcs	SH47	State Grant	TOBACCO AND ALCOHOL AWARENESS	10,404	1,087	Tobacco control program for Brookline and four other communities
Health/Human Svcs	TH01	Trust	STEPHEN TRAIN EXPENDABLE FUND	3,957	5,422	Supports Health Center expenditures
Health/Human Svcs	TH02	Trust	STEPHEN TRAIN NON-EXPENDABLE FUND	101,117	101,117	Cannot be spent
Health/Human Svcs	TH05	Trust	FRIENDS OF BROOKLINE HEALTH	2,458	1,326	Supports Friends' activities
	HEALTH AND HUMAN SERVICES SUB-TOTAL			**206,238**	**195,202**	
Human Resources	TI02	Special Purpose	GROUP HEALTH TRUST FUND	622,636	587,431	Fund from when Town was self-insured
Human Resources	TI03	Special Purpose	WORKERS COMPENSATION TRUST FUND	829,744	1,350,230	Worker's comp trust fund
Human Resources	TI05	Special Purpose	RETIREE GROUP HEALTH TRUST	46,036,209	49,655,147	OPEB Trust balance
Human Resources	TI06	Special Purpose	UNEMPLOYMENT COMPENSATION TRUST FUND	891,323	745,263	Unemployment trust fund
Human Resources	TI07	Special Purpose	PUBLIC SAFETY INJURED ON DUTY TRUST FUND	1,036,571	1,182,807	Trust fund for Sec. 100 medical payments for public safety employees
	HUMAN RESOURCES SUB-TOTAL			**49,416,483**	**53,520,878**	
Library	SL01	State Grant	STATE LIBRARY AID	120,306	153,047	State aid for Library operations
Library	SL14	Local Grant	LIBRARY FOUNDATION GIFT	9,829	9,829	Library Foundation gift for Coolidge Corner Library
Library	SL16	Local Grant	MAIN LIBRARY GIFT	24,650	24,650	Library Trustee and Foundation gift for Main Library landscaping project
Library	SL17	Local Grant	LIBRARY ANNUAL APPEAL	35,139	35,139	Proceeds from Annual Appeal to be spent on library materials
Library	SL22	Local Grant	LIBRARY TRUSTEES GIFT	963,047	8,703	Library Trustees gift for Coolidge Corner Library
Library	SL23	Local Grant	LIBRARY TRUSTEES GIFT -TECHNO	7,057	2,255	Library Trustees gift for technology
Library	SL29	Special Purpose	LIBRARY DAMAGE RECOVERY	58,823	58,149	Funds recovered to replace/repair lost or damaged library materials
Library	TL01	Trust	A.W. BANCROFT FUND	0	(45)	Restricted to purchase of books on to animals, particularly domestic animals.
Library	TL10	Trust	LOUISE HOOPER FUND	0	(24)	For history and economics books
Library	TL12	Trust	LIBRARY GENERAL CONTRIBUTION FUND	0	(1,235)	Donations, usually "in lieu of flowers", for books or other materials
Library	TL14	Trust	PRESERVATION OF HISTORIC RECORDS FUND	3,253	0	For the preservation of historical records and preservation of library materials
Library	TL22	Trust	DOROTHY CLEMENS FUND	7,957	(4,423)	Restricted to books and other library materials on travel and home repair
Library	TL23	Trust	FIFE FOUNDATION FUND	0	(968)	For books and materials on house repair, sewing, architecture and travel.
Library	TL25	Trust	PUTTERHAM CIVIC ASSOCIATION	0	(68)	For the purchase of new books for the Putterham branch
Library	TL25	Trust	ESTHER KAHN FUND	0	(29)	Restricted to books on biography, autobiography and American history
Library	TL27	Trust	HOESLY-SCHNEIDER FUND	0	(1,218)	Children's books; at least 50% for the Coolidge Corner Library.
Library	TL34	Trust	SARITA TISSER FUND	0	(34)	Purchase of materials on science/nature/Brookline history/health/aging.
Library	TL35	Trust	EDWARD J KINGSBURY FUND	0	(23)	Restricted to the purchase of materials on cinema and the arts
Library	TL37	Trust	RAYMOND AND JOAN GREEN FUND	0	(102)	Purchase of books; at least 50% must be for seniors
Library	TL39	Trust	CHILDREN'S FUND	0	(62)	For the purposes of improving children's services
Library	TL42	Trust	DANIEL C LEVEY MEMORIAL FUND	0	(105)	Restricted to the purchase of materials on photography and nature.
Library	TL44	Trust	BERNICE B GODINE FUND	0	(303)	Purchase of books and other materials for the Putterham branch library
Library	TL45	Trust	FRIENDS OF THE LIBRARY	0	(646)	Materials and services to enhance the patron experiences
Library	TL46	Trust	ALBERT GERTE FUND	0	(757)	Purchase of nonfiction materials for the Putterham branch library
Library	TL47	Trust	DAVID S WEINSTEIN FUND	0	(474)	For the purchase of materials for children
Library	TL50	Trust	LIBRARY UNRESTRICTED TRUST FUND	900	(9,101)	Unrestricted trust fund.

DEPT	FUND	FUND TYPE	FUND NAME	FY18 YEAR-END FUND BALANCE	FUND BALANCE AS OF 1/1/19	DESCRIPTION
Library	TL51	Trust	EDITH SPERBER FUND	0	(258)	Materials for children and to fund library programming for children.
Library	TL51	Trust	LINDA Z ARDREY MEMORIAL FUND	0	(35)	Materials on women's history and biographies of notable women
Library	TL51	Trust	BROOKLINE FOUNDATION	0	(28,541)	Books and materials and to support programs for library patrons
	LIBRARY SUB-TOTAL			**1,230,961**	**271,897**	
Planning	SG01	Federal Grant	COMMUNITY DEVEL BLOCK GRANT (CDBG)	(3,395)	(256,487)	CDBG program
Planning	SG02	Federal Grant	HOUSING REHAB LOAN PROGRAM	37,224	36,783	Match for homebuyer assistance for CDBG program
Planning	SG03	Federal Grant	RENTAL REHAB PROGRAM	25,363	25,363	Funding for housing program outreach
Planning	SG15	Federal Grant	HOME PROGRAM	8,145	8,145	HOME Grant
Planning	SG30	Local Grant	TOWN WIDE CELEBRATIONS/PROMOTION	257	257	Funds for the First Light Festival
Planning	SG36	Revolving Fund (B)	FACADE IMPROVEMENT LOAN PROGRAM	18,754	16,279	Loans to businesses for facade improvements
Planning	SG43	Special Purpose	GATEWAY EAST PROJECT GIFT	21,565	2,858	Payment from 1 Brookline Place
Planning	SG47	Revolving Fund (A)	PLANNING BOARD OUTSIDE CONSULTANTS	3,888	3,944	Funds from prospective developers to be used for Town studies
Planning	SG48	Federal Grant	HOMELESS PREVENTION/RAPID REHOUSING	1,501	1,501	Federal stimulus funds for homeless prevention
Planning	SG56	Various	HUBWAY REGIONAL BICYCLE SHARING	48,940	48,940	Gifts and grants for the Hubway regional bike share program
Planning	SG59	State Grant	GREEN COMMUNITY GRANT	11,426	11,426	Funds from becoming a Green Community
Planning	SG60	State Grant	SOLARIZE MASS PROGRAM	1,225	1,225	Provides education and outreach efforts for the Solarize Mass program
Planning	SG61	State Grant	DOER SOLAR OWNERS AGENT	0	0	Consultant support for negotiating solar power purchases for Town
Planning	SG62	Revolving Fund (A)	CH. 44, SEC 53G ZBA HANCOCK VILLAGE	1,704	1,720	Peer review consulting services for Comprehensive Permit Application
Planning	SG65	State Grant	FISHER HILL GATEHOUSE MPPF GRANT	20,000	20,000	Mass Historic grant: to assist with work on the Gatehouse
Planning	SG67	Special Purpose	GATEWAY EAST PROJECT GIFT	750,000	750,000	Payment from Children's Hospital for work on the Gateway East Project
Planning	SG62	Revolving Fund (A)	CH. 44, SEC 53G GERRY RD	19,172	167	Peer review consulting services for Comprehensive Permit Application
Planning	SG70	State Grant	COMMUNITY COMPACT JOB CREATION	10,000	1,000	State grant for job creation program.
Planning	SG72	Revolving Fund (A)	CH. 44, SEC 53G 1180 BOYLSTON	203	108	Peer review consulting services for Comprehensive Permit Application
Planning	SG73	Revolving Fund (A)	CH. 44, SEC 53G 40 CENTRE	114	143	Peer review consulting services for Comprehensive Permit Application
Planning	SG74	Revolving Fund (A)	CH. 44, SEC 53G 420 HARVARD	77	97	Peer review consulting services for Comprehensive Permit Application
Planning	SG76	State Grant	GREEN COMMUNITY GRANT	130	130	Competitive grant award from the Green Community Program
Planning	SG79	Revolving Fund (A)	CH. 44, SEC 53G 384 HARVARD	59	77	Peer review consulting services for Comprehensive Permit Application
Planning	SG80	Revolving Fund (A)	CH. 44, SEC 53G 111 CYPRESS	20,102	80	Peer review consulting services for Comprehensive Permit Application
Planning	SG81	Revolving Fund (A)	CH. 44, SEC 53G 455 HARVARD	4,792	95	Peer review consulting services for Comprehensive Permit Application
Planning	SG82	Revolving Fund (A)	CH. 44, SEC 53G 134 BABCOCK	3,944	81	Peer review consulting services for Comprehensive Permit Application
Planning	SG83	State Grant	GREEN COMMUNITY GRANT	(173,440)	1,495	Competitive grant award from the Green Community Program
Planning	SG85	State Grant	MHC SURVEY AND PLANNING	(20,000)	(20,000)	State grant for Aspinwall Hill Study
Planning	SG74	Revolving Fund (A)	CH. 44, SEC 53G 10 WALDO	18,671	25	Peer review consulting services for Comprehensive Permit Application
Planning	SG74	Revolving Fund (A)	CH. 44, SEC 53G 1299 BEACON	23,211	36	Peer review consulting services for Comprehensive Permit Application
Planning	TG05	Trust	HOUSING TRUST	4,770,005	5,137,088	For affordable housing projects
	PLANNING SUB-TOTAL			**6,854,598**	**6,035,639**	
Police	SA07	Special Purpose	PARKING METER FUND	3,243,046	1,343,046	Parking Meter receipts (transferred to General Fund)
Police	SP06	Local Grant	WALK & TALK	22,224	29,410	BHA grant for the Walk & Talk program
Police	SP82	Federal Grant	URBAN AREAS SECURITY INITIATIVE (UASI)	(82,470)	(54,207)	For regional training and equipment
Police	SPK2	Federal Grant	SHSP CCP FFY2015	(5,207)	(5,207)	Training for Community Emergency Response Teams (CERT)
Police	SPK3	State Grant	EDWARD BYRNE JUSTICE ASSISTANCE	0	(80,000)	For technological advancements in Police Department
Police	SPK8	State Grant	DIVERTING JUVENILES	2,970	2,970	Supports proactive prevention strategies for juveniles.
Police	TA05	Revolving Fund (A)	PRIVATE DETAILS - POLICE	(697,368)	(806,985)	Police Details account
Police	TP02	Trust	LAW ENFORCEMENT EXPENDABLE FUND	182,838	181,742	Proceeds from drug forfeitures
Police	TP03	Trust	BROOKLINE CITIZEN POLICE ACADEMY	1,501	1,501	Supports the Citizen Police Academy

DEPT	FUND	FUND TYPE	FUND NAME	FY18 YEAR-END FUND BALANCE	FUND BALANCE AS OF 1/1/19	DESCRIPTION
Police	TP04	Trust	PUBLIC SAFETY MEMORIAL TRUST	4	4	Trust to construct memorial for fallen members in line of duty
	POLICE SUB-TOTAL			**2,667,538**	**612,274**	
Police/Fire	SP29	Special Purpose	PUBLIC SAFETY DAMAGE RECOVERY	34,782	42,782	Funds recovered to replace/repair damaged goods
Police/Fire	SP97	Local Grant	SYDA FOUNDATION GIFT	13,376	13,376	Local gift for the Police and Fire Departments
	POLICE/FIRE SUB-TOTAL			**48,158**	**56,158**	
DPW	EW40	Enterprise Fund	WATER/SEWER ENTERPRISE FUND	3,284,872	3,868,654	See the DPW portion of Sec. IV for a description
DPW	SW01	Special Purpose	CEMETERY LOTS/GRAVES	567,128	495,528	From sale of lots and service fees; for improvements to the cemetery
DPW	SW03	State Grant	CH90 HIGHWAY	(616,277)	(2,722,769)	For roadway reconstruction
DPW	SW08	State Grant	CH573:1985 OLMSTED PARK IMPROVEMENTS	937	0	For improvements to and management of Olmsted Park
DPW	SW16	State Grant	COMPOST BIN	2,838	3,225	For sale/purchase of compost bins
DPW	SW18	State Grant	ALLERTON-OLMSTED PARK	22,715	22,715	Improvements to and management of Allerton Overlook/Olmsted Park
DPW	SW20	Special Purpose	CYPRESS ST PLAYGROUND GIFT	12,625	12,625	Gift from the Cypress Street development for playground improvements
DPW	SW27	State Grant	RIVERWAY HISTORIC LAND PRESERVATION	25,000	25,000	DEM grant for the Riverway
DPW	SW28	Local Grant	HALL'S POND SANCTUARY GIFT (STONEMAN)	20,402	20,450	Gift for improvements to/management of Hall's Pond Nature Sanctuary
DPW	SW29	Special Purpose	DPW DAMAGE RECOVERY	12,072	18,215	Insurance proceeds recovered to replace/repair damaged goods
DPW	SW30	Local Grant	PARK/OPEN SPACE GIFT	9,449	9,012	Gifts/donations for improvements to parks and open spaces
DPW	SW31	State Grant	RESTORATION OF HALL'S POND	22,360	22,360	Grant for improvements to and management of Halls Pond
DPW	SW39	Revolving Fund (B)	SIDEWALK AND WALKWAYS	274,400	279,384	"Betterment Fund" for sidewalk improvements
DPW	SW48	Federal Grant	RECREATIONAL TRAILS GRANT	7,500	7,500	For improvements to conservation trails
DPW	SW52	State Grant	LANDFILL CLOSURE URBAN SELF-HELP	42,847	36,187	For Skyline Park and associated trails
DPW	SW53	Local Grant	IF YOU CAN RIP IT-YOU CAN RECYCLE IT	8,496	8,496	Community Fund grant for recycling education
DPW	SW58	Local Grant	LARZ ANDERSON FILM SERIES	10	10	Grant funding for outdoor films
DPW	SW61	Local Grant	PARKS SUMMER OUTDOOR MOVIE SERIES	10,639	10,639	Grants and donations for outdoor films
DPW	SW62	Special Purpose	1285 BEACON ST MITIGATION	32,518	32,518	From ZBA decision for traffic and streetscape improvements
DPW	SW63	Special Purpose	150 ST PAUL ST MITIGATION	1,771	1,771	From ZBA decision for traffic improvements
DPW	SW64	State Grant	LOST POND SANCTUARY GRANT	9,790	9,790	To improve pathways, access, and use of Lost Pond Nature Sanctuary
DPW	SW67	Local Grant	COOLIDGE CORNER SCHOOL PLAYGROUND	10,000	10,000	From ZBA decision for playground improvements
DPW	SW68	Local Grant	GREEN DOG PROGRAM	410	410	Local donation to support the Green Dog program
DPW	SW70	State Grant	DCR EMERALD NECKLACE PED/BIKE CROSSING	29,106	29,106	For design development of pedestrian/bike crossings in Emerald Necklace
DPW	SW72	Local Grant	CHESTNUT HILL SQUARE-HEATH ST TRAFFIC	70,708	20,708	From developer of the Chestnut Hill Square project for traffic mitigation
DPW	SW73	Local Grant	CLEVELAND CIRCLE CINEMA DEVELOPMENT	1,541	0	From Cleveland Circle Cinema site developer for transportation consultant
DPW	SW74	State Grant	FISHER HILL RESERVOIR PARK	52,931	37,231	PARC Grant funds for construction
DPW	SW75	Local Grant	SIDEWALK FURNITURE GIFT	412	412	Street furniture donations such as commemorative benches
DPW	SW76	Local Grant	FISHER HILL RESERVOIR GIFT	107,126	107,126	Donations for improvements to Fisher Hill Reservoir Park
DPW	SW77	Special Purpose	BROOKLINE PLACE PEER REVIEW	9,483	0	Engineering Consultant Review of Traffic Plans for Brookline Place
DPW	SW78	State Grant	DCR EMERALD NECKLACE PED/BIKE CROSSING	47,785	42,922	DCR Grant funds for design and construction bid documents
DPW	SW80	Special Purpose	IMPROV.TO DAVIS PATH/BOYLSTON ST PLAYG	141,408	133,408	Hotel Developer funds for improvements to Boylston Plgrd + Davis Path
DPW	SW82	State Grant	DCR RT9 BICYCLE/PED CROSSING	229,333	214,002	For improved bike/pedestrian crossing across Route 9 at River Road
DPW	SW83	Special Purpose	BKLN 300 LEGACY DUKAKIS RIVERWAY	18,771	18,771	To support the Dukakis dedication and improvements to Riverway Park
DPW	SW84	Special Purpose	TARGETED SMALL SCALE INITIATIVE	1,600	1,600	Materials/services to support existing municipal waste reduction programs
DPW	SW85	State Grant	RECYCLING DIVIDENDS	5,729	5,729	To support DPW recycling programs
DPW	SW87	State Grant	MASSDEP RECYCLING GRANT	16,123	2,053	To support DPW recycling programs
DPW	SW88	Special Purpose	EVERSOUCE ENERGY REBATE	115,949	176,792	Rebates from the LED Streetlight conversion

DEPT	FUND	FUND TYPE	FUND NAME	FY18 YEAR-END FUND BALANCE	FUND BALANCE AS OF 1/1/19	DESCRIPTION
DPW	SW90	Local Grant	BCF LAWTON PLGD COMMUNITY GARDEN	1,500	1,500	Local grant for the Lawton Playground Community Garden
DPW	SW91	State Grant	PAYT IMPLEMENTATION GRANT	54,681	43,691	State grant to support the Pay-As-You-Throw program
DPW	SW92	Local Grant	CLAREMONT EISD IMP 1%	239,231	239,231	For improvements to the Brookline Avenue streetscape
DPW	SW93	State Grant	MASSDOT COMPLETE STREETS	(15,784)	(49,979)	State grant to support the Complete Streets program
DPW	SW94	State Grant	MASSDEP RECYCLING DIVIDENDS	33,000	33,000	State grant to support the Town's recucling program
DPW	SW95	State Grant	TRANSPORTATION NETWORK RECEIPTS	207,443	0	Ride Share revenue (transferred to the General Fund)
DPW	TW03	Trust	A.W. & F.G. BLAKE EXPENDABLE TREE FUND	5,556	5,564	Purchase, planting, and maintenance of shade trees
DPW	TW04	Trust	A.W. & F.G. BLAKE NON-EXPENDABLE FUND	3,000	3,000	Interest used for the purchase, planting, and maintenance of shade trees
DPW	TW05	Trust	J. BOWDITCH EXPENDABLE TREE FUND	15,990	16,005	Care and planting of trees on the streets of the Town
DPW	TW06	Trust	J. BOWDITCH NON-EXPENDABLE TREE	4,500	4,500	Interest used for the care and planting of trees on Town streets
DPW	TW07	Trust	D.B. HOAR MEMORIAL EXPENDABLE FUND	29,508	29,603	Care of D.B Hoar Memorial Land
DPW	TW09	Trust	D.B. HOAR BIRD SANCTUARY EXPEND. FUND	100	100	Care of D.B Hoar Memorial Land
DPW	TW11	Trust	D.B. HOAR TREE EXPENDABLE FUND	237,645	242,338	Planting and caring for trees/other vegetation of the Hoar Sanctuary
DPW	TW13	Trust	J. WARREN EXPENDABLE TREE FUND	6,743	6,747	Planting trees on the streets of the Town
DPW	TW14	Trust	J. WARREN NON-EXPENDABLE TREE FUND	1,000	1,000	Interest used for the planting of trees on the streets of the Town
DPW	TW15	Trust	LONGWOOD MALL TREE EXPENDABLE FUND	7,515	9,005	Specialized care of trees, lawns and parkland on Longwood Mall
DPW	TW17	Trust	AMORY WOODS PARK EXPENDABLE FUND	26,891	26,893	Funds for improvements to Amory Woods
DPW	TW19	Trust	MINOT PARK - ROSE GARDEN EXPEND. FUND	23,438	22,985	For maintenance and management of the Minot Rose Garden
DPW	TW21	Special Purpose	CONSERVATION COMMISSION FUND	26,311	26,361	Purchase of land/other interests in real estate; other conservation purposes
DPW	TW23	Special Purpose	CEMETERY PERPETUAL CARE EXPEND. FUND	186,371	183,009	Maintenance/management/care of the Cemetery grounds
DPW	TW24	Trust	CEMETERY PERPETUAL CARE NON-EXPEND.	1,585,104	1,612,532	Interest generated from fund used by Cemetery Trustees
DPW	TW25	Trust	SPECIAL TREE PLANTING EXPENDABLE FUND	16,713	16,748	Planting of trees
DPW	TW27	Trust	BROOKLINE RESERVOIR TREE EXPEND. FUND	0	5,000	For trees at the Brookline Reservoir
DPW	TW29	Trust	BEN ALPER TREE EXPENDABLE FUND	14,317	14,342	Planting of trees
DPW	TW30	Trust	BEN ALPER TREE NON-EXPENDABLE FUND	147,294	147,320	Interest used for the planting of trees in Brookline
DPW	TW31	Trust	TANYA STARZENSKI TREE-LANDSCAPING	0	0	Planting of trees
	PUBLIC WORKS SUB-TOTAL			**7,468,574**	**5,602,075**	
Recreation	E700	Enterprise Fund	GOLF COURSE ENTERPRISE FUND	312,793	(75,458)	See the Recreation portion of Sec. IV for a description
Recreation	SL04	Revolving Fund (B)	RECREATION REVOLVING FUND	923,824	213,647	See the Recreation portion of Sec. IV for a description
Recreation	SL20	Local Grant	BROOKLINE DAY	98,000	106,578	Funds the Recreation Department's annual "Brookline Day"
Recreation	TR01	Trust	ROBSON YOUTH SOCCER EXP FUND	0	0	Used for sports equipment purchases and signage
Recreation	TR02	Local Grant	BAA REC EXPENDABLE TRUST	295,973	251,185	Annual payment from the BAA for the Boston Marathon
Recreation	TR03	Trust	LYNCH RECREATION EXPENDABLE FUND	348	349	Used for playground equipment
Recreation	TR04	Trust	BROOKLINE RECREATION BOOSTER CLUB	19,873	20,166	Donations used for expenses for various Recreation programs
Recreation	TR07	Trust	CHILDREN'S CAMP EXPENDABLE FUND	17	17	Scholarships for Recreation programs
Recreation	TR08	Trust	JM NOE EXPENDABLE TRUST	1,628	1,631	Sports equipment for basketball program and maintenance of facility
Recreation	TR10	Trust	AFTER THE PROM PARTY	2,474	3,025	Donations to support the After the Prom Party
	RECREATION SUB-TOTAL			**1,654,930**	**521,140**	

DEPT	FUND	FUND TYPE	FUND NAME	FY18 YEAR-END FUND BALANCE	FUND BALANCE AS OF 1/1/19	DESCRIPTION
Select Board	SG04	State Grant	ARTS COUNCIL	32,190	21,476	Local arts grants
Select Board	SG25	Special Purpose	PREMIUM ON BONDS AND NOTES	2,771,241	371,241	Premiums received in connection with the sale of bonds or notes
Select Board	SG25	Special Purpose	RCN / COMCAST GIFT ACCOUNT	288,084	288,084	Payments for PEG/Access facilities/other cable purposes
Select Board	SG27	Local Grant	ARTS MATCHING GRANT	2,851	6,701	Covers administrative expenses of Arts Commission
Select Board	SG45	Special Purpose	SALE OF TOWN-OWNED LAND	80,000	80,000	Proceeds from the sale of Town-owned land
Select Board	SG54	Local Grant	NSTAR COMMUNITY OUTREACH GRANT	5,137	5,137	Grant to promote energy conservation awareness
Select Board	SG55	Special Purpose	PIONEER INSTITUTE AWARD (MUNI REPORT)	1,927	1,927	Award from the Pioneer Institute's Municipal Report contest
Select Board	SG58	Local Grant	POET LAUREATE OF BROOKLINE PROGRAM	7	17	Supports Brookline's Poet Laureate program
Select Board	TG02	Special Purpose	STABILIZATION FUND	6,322,876	6,418,445	General stabilization fund as allowed for under MGL, Ch. 40, Sec. 5B
Select Board	TG04	Trust	COMMISSION FOR WOMEN	13	13	Donations to support the Commission for Women
Select Board	TI04	Special Purpose	LIABILITY INSURANCE TRUST FUND	1,941,330	2,269,843	Funded from Free Cash and spent with Advisory Committee approval
	SELECT BOARD SUB-TOTAL			**11,445,656**	**9,462,884**	
Town Clerk	SG05	State Grant	ELECTION HOURS REIMBURSEMENT	7,770	30,755	State grant for state election costs
	TOWN CLERK SUB-TOTAL			**7,770**	**30,755**	
Veterans	SG21	Local Grant	TOWN CELEBRATIONS FUND	2,306	2,306	Flag Day and Adopt-A-Pole donations
	VETERANS SUB-TOTAL			**2,306**	**2,306**	
		GRAND TOTAL		**80,609,781**	**76,223,015**	

CAPITAL IMPROVEMENTS PROGRAM

Capital planning and budgeting is a critical undertaking for any government and is "central to economic development, transportation, communication, delivery of other essential services, and environmental management and quality of life", as stated in ICMA's *Capital Budgeting: A Guide for Local Governments*. In fact, without a sound plan for long-term investment in infrastructure, facilities, and equipment, a local government's ability to accomplish its goals is greatly hindered. Developing a financing plan for capital investments that fits within the overall financial framework of a community is of equal importance, as poor decisions regarding the use of debt can negatively impact a community's financial condition for many years.

In Massachusetts, the preparation of the annual Capital Improvements Program (CIP) is mandated by State statute. Massachusetts General Law Chapter 41 provides that the Planning Board shall annually prepare and submit a CIP. In Brookline's case, Chapter 270 of the Acts of 1985, special legislation known as the "Town Administrator Act", directs the Town Administrator to prepare and recommend an annual financial plan that includes a CIP. The Deputy Town Administrator and the Director of Planning and Community Development co-chair a working group of department heads that reviews and evaluates all project requests. A number of these requests arise from public input received by boards and commissions. A more detailed description of the CIP process can be found starting on page VII-3.

The Town has a set of formal CIP policies that define what a capital improvement project is, how projects are evaluated and prioritized, and how the CIP is financed. The complete text of these policies can be found in the Appendix of this Financial Plan. The table on the following page presents the indicators that are to be monitored per the Debt Management Policies portion of the CIP Financing Polices, along with other standard debt measurement variables.

INTRODUCTION

The financial underpinning of the Town's CIP is the policy that states an amount equivalent to 6% of the prior year's net revenue shall be dedicated to the CIP. This key policy places both a floor and a ceiling on the amount of debt supported by the tax levy that can be authorized, thereby limiting the impact on the Operating Budget. The goal is to have the 6% consist of both a debt-financed component and a revenue (or "pay-as-you-go") component, with 4.5% for debt-financed CIP and 1.5% for pay-as-you-go CIP.

In addition to the 6% policy, there is a Free Cash Policy, also included in the Appendix of this Financial Plan, that dedicates an amount of this revenue source to the CIP so that total CIP funding reaches 7.5% of prior year net revenue. In summary, the policy prioritizes the use of Free Cash so that (1) an annual Operating Budget Reserve is supported, (2) overall Fund Balance levels are maintained, (3) the Catastrophe and Liability Fund is maintained at recommended funding levels, and (4) the CIP reaches the 7.5% level*. This important funding source allows for the expansion of the pay-as-you-go component of the CIP. Without Free Cash, the Town would be unable to fund many of the projects being recommended. Lastly, from time to time, one-time revenues will be used to augment the CIP, such as the re-appropriation of surpluses from prior year CIP appropriations.

* The Free Cash policy also calls for a.) supporting the Affordable Housing Trust Fund under certain circumstances and b.) supporting other trust funds related to fringe benefits and unfunded liabilities related to employee benefits, if available.

MEASUREMENT OF CIP FINANCING POLICIES & OTHER COMMON DEBT INDICATORS

	VARIABLE	FY19	FY20	FY21	FY22	FY23	FY24	FY25
	Legal Limit for Outstanding Debt = 5% of Equalized Valuation (EQV)							
	EQV for 1/1/16 = $20.945 billion. Assume 2.5% annual growth. (In billions)	$24.548	$25.162	$25.791	$26.435	$27.096	$27.774	$28.468
	Outstanding Debt as a % of EQV	1.5%	1.4%	1.4%	1.3%	1.2%	1.1%	1.1%
	General Fund Outstanding Debt as a % of EQV	1.5%	1.4%	1.3%	1.3%	1.2%	1.1%	1.1%
	Net General Fund Outstanding Debt as a % of EQV	1.5%	1.4%	1.3%	1.3%	1.2%	1.1%	1.1%
	Total Outstanding Debt (in millions)	$371.2	$362.1	$353.8	$340.1	$326.8	$313.7	$303.3
	General Fund Outstanding Debt (in millions)	$363.1	$354.4	$345.9	$334.2	$321.8	$309.6	$303.3
	Net General Fund Outstanding Debt (in millions)	$362.3	$353.8	$345.6	$334.2	$321.8	$309.6	$303.3
	Total Debt Service (in millions)	$17.3	$21.1	$25.0	$30.0	$32.5	$32.0	$31.6
	General Fund Debt Service (in millions)	$15.5	$19.3	$23.1	$28.2	$30.7	$30.1	$29.9
	Net General Fund Debt Service (in millions)	$14.9	$18.9	$22.7	$27.8	$30.7	$30.1	$29.9
	Total Debt Service Per Capita	$294	$360	$425	$510	$553	$544	$537
	General Fund Debt Service Per Capita	$264	$329	$394	$481	$522	$512	$508
	Net General Fund Debt Service Per Capita	$255	$322	$386	$473	$522	$512	$508
	Total Debt Service as a % of Revenue	6.0%	6.9%	7.9%	9.1%	9.6%	9.2%	8.9%
	General Fund Debt Service as a % of General Fund Revenue	5.4%	6.4%	7.3%	8.6%	9.1%	8.7%	8.4%
	Net General Fund Debt Service as a % of General Fund Revenue	5.2%	6.2%	7.2%	8.5%	9.1%	8.7%	8.4%
A.	Total Outstanding Debt Per Capita as a % of Per Capita Income	9.7%	9.5%	9.2%	8.9%	8.5%	8.2%	7.9%
	General Fund Outstanding Debt Per Capita as a % of Per Capita Income	9.5%	9.3%	9.0%	8.7%	8.4%	8.1%	7.9%
	General Fund Outstanding Debt Per Capita as a % of Per Capita Income (non-debt exclusion)	3.7%	3.5%	3.4%	3.2%	3.1%	2.9%	2.9%
	Net General Fund Outstanding Debt Per Capita as a % of Per Capita Income	9.5%	9.2%	9.0%	8.7%	8.4%	8.1%	7.9%
B.	Total Outstanding Debt Per Capita	$6,319	$6,165	$6,024	$5,791	$5,564	$5,342	$5,165
	General Fund Outstanding Debt Per Capita	$6,183	$6,033	$5,890	$5,690	$5,479	$5,272	$5,165
	General Fund Outstanding Debt Per Capita (non-debt exclusion)	$2,401	$2,299	$2,230	$2,115	$1,994	$1,879	$1,871
	Net General Fund Outstanding Debt Per Capita	$6,168	$6,024	$5,885	$5,690	$5,479	$5,272	$5,165
C.	Total Outstanding Debt as a % of Assessed Value (AV)	1.5%	1.4%	1.4%	1.4%	1.3%	1.2%	1.2%
	General Fund Outstanding Debt as a % of Assessed Value (AV)	1.4%	1.4%	1.4%	1.3%	1.3%	1.2%	1.2%
	Net General Fund Outstanding Debt as a % of Assessed Value (AV)	1.4%	1.4%	1.4%	1.3%	1.3%	1.2%	1.2%
D.	Total Net Direct Debt Maturing Within 10 Years (non-debt exclusion)	70%	74%	77%	80%	83%	84%	84%
E.	CIP Financing as a % of Prior Year's Net Revenue	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%
	Debt-Financed CIP as a % of Prior Year's Net Revenue	4.80%	4.87%	4.50%	4.51%	5.19%	4.86%	4.64%
	Revenue-Financed CIP as a % of Prior Year's Net Revenue	1.20%	1.13%	1.50%	1.49%	0.81%	1.14%	1.36%

Town Policies

A. Total Outstanding Debt Per Capita = shall not exceed 6% of Per Capita Income.
B. Total Outstanding Debt Per Capita = shall not exceed $2,663 (for FY19).
C. Total Outstanding Debt = shall not exceed 2.5% of Assessed Value (AV).
D. Bond Maturities = 60% of Net Direct General Fund principal shall mature within 10 years.
E. CIP Financing = 6% of Prior Year's Net Revenue, with a goal of 4.5% from Debt-Financed and 1.5% from Revenue-Financed.

Another key CIP financing policy is that both the Water and Sewer Enterprise Fund and the Golf Course Enterprise Fund cover 100% of their debt service. When additional capital work to the water and sewer infrastructure or to the golf course is requested, the impact debt service has on those enterprise funds is taken into consideration. Since they are both 100% cost recovery funds, any growth in debt service may well necessitate increases in fees. Therefore, the decision to authorize additional debt is made carefully.

The table below details how much funding is made available for the CIP, exclusive of enterprise fund-supported debt and projects funded from non-Town sources (e.g., grants):

	2020	2021	2022	2023	2024	2025
Total General Fund Revenue	304,491,468	314,765,008	328,486,250	337,248,557	346,691,682	356,426,830
LESS:						
Non Appropriations	8,670,685	8,876,310	9,087,075	9,303,110	9,524,545	9,751,517
Debt Exclusions	6,321,995	10,283,555	14,896,465	14,895,215	14,891,715	14,895,965
Free Cash	9,281,257	5,000,000	4,775,000	4,925,000	5,075,000	5,275,000
Capital Project Surplus	0	0	0	0	0	0
Net Revenue	280,217,531	290,605,143	299,727,710	308,125,232	317,200,422	326,504,348
Prior Year Net Revenue	268,449,371	280,217,531	290,605,143	299,727,710	308,125,232	317,200,422
6% CIP FUNDING POLICY						
Net Debt Financed [1]	13,068,091	12,606,473	13,098,902	15,541,290	14,970,945	14,723,186
Net Debt Financed as a % of Prior Yr Net Rev	4.87%	4.50%	4.51%	5.19%	4.86%	4.64%
Revenue Financed	3,038,871	4,206,579	4,337,406	2,442,373	3,516,569	4,308,839
Revenue Financed as a % of Prior Yr Net Rev	1.13%	1.50%	1.49%	0.81%	1.14%	1.36%
SUB-TOTAL 6% Dedicated to CIP	**16,106,962**	**16,813,052**	**17,436,309**	**17,983,663**	**18,487,514**	**19,032,025**
Free Cash for CIP	6,721,449	3,410,129	3,386,508	3,284,766	3,273,391	3,143,354
Capital Project Surplus -- Re-approp. of Funds	0	0	0	0	0	0
Other Funds	161,040	322,080	200,000	100,000	100,000	20,000
FUNDS AVAILABLE FOR CIP THROUGH GEN. FUND WITHIN TAX LEVY	**22,989,451**	**20,545,261**	**21,022,817**	**21,368,429**	**21,860,905**	**22,195,379**
As % of Prior Yr Net Rev	**8.6%**	**7.3%**	**7.2%**	**7.1%**	**7.1%**	**7.0%**
Debt Exclusions	6,321,995	10,283,555	14,896,465	14,895,215	14,891,715	14,895,965
TOTAL FUNDS AVAILABLE FOR CIP THROUGH GEN. FUND	**29,311,447**	**30,828,816**	**35,919,282**	**36,263,644**	**36,752,620**	**37,091,344**
As % of Prior Yr Net Rev	**10.9%**	**11.0%**	**12.4%**	**12.1%**	**11.9%**	**11.7%**

[1] As defined in the CIP Policies, "Net Debt" is total debt service exclusive of debt service related to a Debt Exclusion and debt service funded by enterprise fund revenues.

BROOKLINE'S CIP PROCESS

The preparation of the annual CIP is mandated by statute: MGL Chapter 41 provides that the Planning Board shall prepare and submit a CIP. In Brookline's case, Chapter 270 of the Acts of 1985, special legislation known as the "Town Administrator Act", directs the Town Administrator to prepare and recommend an annual financial plan that includes a CIP. The annual process for Brookline begins with the submission of project requests by departments, which in many cases are the result of various board/commission (Park and Recreation Commission, Library Trustees, etc.) public hearings.

The requests are then reviewed by a working group that is co-chaired by the Deputy Town Administrator and the Director of the Department of Planning and Community Development and is comprised of all department heads that have requested projects. After reviewing all project requests, a Preliminary CIP is recommended to the Town Administrator, who then presents it to the Select Board as part of a public hearing on the Town's Operating and Capital budgets, normally held in December. The Town Administrator's Preliminary CIP is then reviewed by the Capital Sub-Committee of the Advisory Committee. Any changes to the first year of the CIP are factored into the budget that is presented to Town Meeting by the Advisory Committee.

PROPOSED FY2020 – FY2025 CIP

The recommended FY2020 – FY2025 CIP calls for an investment of $267.6 million, for an average of approximately $44.6 million per year, and follows the Town's CIP and Free Cash policies for projects inside the levy limit. This continues the Town's commitment to prevent the decline of its infrastructure, upgrade its facilities, improve its physical appearance, and invest in opportunities that positively impact the Operating Budget. Over the last 10 years (FY10 - FY19), the Town has authorized expenditures of $541 million, for an average of $54 million per year. These efforts, which have been supported by the Select Board, the Advisory Committee, Town Meeting, and, ultimately, the taxpayers of Brookline, have helped address a backlog of capital projects. This has allowed for the creation of additional classroom spaces necessitated by the surge in enrollment, dramatically improved the Town's physical assets, and have helped yield savings in the Operating Budget through investments in technology and energy efficiency.

On June 13th, the Town completed its third study since 2013 on selecting a site for a new school. The Select Board and School Committee approved moving forward with expanding the Baldwin School, expanding and renovating the Driscoll School, and renovating and possibly expanding the Pierce School. As presented, this proposed $267.6 million six-year CIP includes estimates for the Baldwin School and Driscoll School projects, but does not include an estimate for the Pierce School project beyond the feasibility/schematic design phase. A Debt Exclusion Override is assumed for all three projects.

It was a challenge to develop a balanced CIP that continues to reflect the various priorities of the Town, while simultaneously addressing the overcrowding issue in the schools. The overcrowding issue in the schools continues to be the most urgent CIP need, consuming more of the CIP and necessitating additional Debt Exclusion Overrides. The K-8 elementary schools have grown by 40% going from 3,904 students in 2006 to 5,482 students in 2017. These larger elementary grades will soon begin to enter the high school. Brookline High School is currently experiencing the initial wave of rapid enrollment growth that will increase the student body from 1,800 students in 2015, to at least 2,600 or more students by 2023.

As a result the Town is in the midst of schematic design for the High School renovation and expansion project as well as schematic design for the *Baldwin* and *Driscoll School* projects. The Town was informed in December that the MSBA invited the *Pierce School* into the eligibility period. The *Classroom Capacity* item in FY2020 continues to cover the leases at the temples, 62 Harvard, and 24 Webster Place ($1,450,000) with very limited funding to modify smaller spaces in existing buildings.

The upgrading of the *Radio Infrastructure* for the Police and Fire radio channels will need to be addressed. The majority of our radio infrastructure, is considered by Motorola to be," end of life "and "end of service," since parts do not readily exist for this equipment. The Departments were waiting for FCC action on T-band frequencies under the assumption that the FCC was going to auction off the T-Band frequencies to private carriers and use the proceeds to replace and pay for the radio systems that operated in the T- Band spectrum. With no interested bidders, Congress will have to rule within the next year to eliminate the auction of T- Band, so public safety agencies can move forward with their systems.

Working with Motorola the estimated cost to build out these 3 radio channels infrastructure along with the subscriber costs is $3,944,577. In order to minimize the disruption of such a large cost in the CIP plan is to to lease-finance the cost of this project over a 5-year period with an estimated lease payment of $900,000 per year.

While the CIP does not have the capacity to fund a major building project, the CIP shows the *Renovation of the Main Library* in "future years" in order to begin discussions on this project. A fundraising effort will take several years, and listing the project in the CIP will allow for the Library's vision for the project to be discussed among a broader audience.

Even with the pressure placed on the CIP by the School overcrowding issue; this Preliminary CIP continues the Town's commitment to upgrading its parks, playgrounds, and other open spaces. There is $28M of specific park projects included, as shown in the table below:

	Total	Prior Year (FY19)	FY2020		FY2021		FY2022		FY2023		FY2024		FY2025		Future Years	
			Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC
Parks and Playgrounds																
Amory tennis courts, Parking and Halls	1,700,000												1,700,000	B		
Cypress Playground/Athl. Field	240,000	240,000														
Fisher Hill Gatehouse Safety and Struct	175,000														175,000	
Harry Downes Field & Playground/Kra	2,450,000	2,450,000														
Larz Anderson Park	12,400,000	2,700,000			2,200,000	B					2,300,000	B			5,000,000	
Larz Anderson Park cash	1,025,000	425,000	600,000	A												
Murphy Playground	915,000						915,000	B								
Riverway Park	625,000														625,000	
Robinson Playground	1,230,000		100,000	A	1,130,000	B										
Schick Playground	1,125,000				100,000	A	1,025,000	B								
Boylston St. Playground	1,350,000						110,000	A	1,240,000	B						
Griggs Park	1,120,000												1,120,000	A		
Soule Athletic Fields	1,900,000														1,900,000	
Skyline Park Turf replacement and Par	1,980,000												1,190,000	B		

There is also funding allocated in FY2019 for a *Traffic Calming/Safety Improvement* project that calls will address intersection realignment on Woodland Road at the intersection with Laurel Road, intersection realignment on Woodland Road at the intersection with Heath Street (Pine Manor side),a new crosswalk with Rectangular Rapid Flash Beacon on Heath Street at Woodland Road, three raised speed humps on Woodland Road (Pine Manor side), a 20 mph Safety Speed Zone on the Beaver Country Day side, and other elements approved by the Transportation Board.

Current Funding for *Street Rehabilitation* account resumes the funding plan set prior to the infusion of one-time funds from the Parking Meter account. Ultimately the remaining balance in the Fund ($1.3M) will be devoted to this account, but further appropriation is on hold pending progression of the Gateway East project as there may be unknown costs the Town may need to absorb as the project enters construction.

A few years ago, a study was made of the conditions of the fire stations and what was needed to maintain the integrity of the floors and building in regard to the newer, larger fire equipment. Fire Station Renovation work outlined in the report included flooring, shoring, beams, columns, and structural work. The report also included recommendations for the HVAC systems, generators, lighting, life safety, and mechanical, electrical, plumbing (MEP), along with other peripheral systems. In FY2012, $650K was appropriated to undertake the Structural component. The next phase for implementation was the Life Safety component, which was funded between FY2013 – FY2015 ($890K). Given the work planned for Station 6 the funding schedule for Station 6 MEP work was moved from FY2021 to FY2017 in order to allow efficiencies with bids and project schedules.

In addition, the Fire Chief has requested additional funding for industrial cleaning and reconfiguration of spaces to mitigate potential hazards in the stations. The project would include industrial cleaning of all non-porous surfaces and all duct work, painting of all walls and ceilings (hard surfaces), replacement of all acoustic/porous ceiling tiles, replacement of all window treatments, replacement of all (soft) furniture in living areas , replacement of all beds and mattresses and the replacement of any fabric partitions. The Town and Fire Department are committed to implementing all reasonable actions necessary to reduce and/or mitigate those exposures within our span of control.

This type of project has been implemented in Boston, and requires further study to develop a plan that takes into consideration the limitations of our current station configurations. The Town will spend FY2019 funds to conduct a study, which will provide MEP/FP systems, Architectural, Cost Estimating, Code Consulting and HAZMAT guidelines for the Fire Department. The CIP will need to be adjusted after the Town gets the results from the study.

The CIP as presented includes estimates for work at each for HVAC and lighting/communication system improvements as follows:

Sta 4 (Rt. 9/Reservoir Rd)	$50,000(FY20)
Sta 1 (Brookline Village)	$550,000 (FY20)
Sta 7 (Washington Sq)	$670,000 (FY21)
TOTAL	$1,270,000

The Town has an excellent fire apparatus rehab/replacement schedule that calls for rehabbing engines every 10 years and ladders every 12 years and for replacing front line engines every 17 years and front line ladder trucks every 20 years. Engine #1 is scheduled for replacement in FY2023. Quint #4 is scheduled for Rehabilitation in FY2020, but the Fire Chief has recommended deferral in order to conduct an assessment that will allow the department to definitively establish the type and quantity of apparatus and personnel necessary for safe and efficient operations. Maintenance staff advised the Chief that given the current condition of the piece deferral would not significantly increase any future cost for maintenance. Rescue #1 is scheduled for rehabilitation in FY2024 and Engine #3 is scheduled for FY2025.

The *Town Rehab/Upgrade* program continues at $55,000 to help the Building Department respond to minor rehab/repair requests that fall outside of a major renovation schedule.

In addition to the 6% financing policy, Free Cash, CDBG, and State/Federal grants are the other key components of the overall financing strategy of the CIP. The Town's certified Free Cash for the fiscal year ending June 30, 2018 was $11.8 million. The proposed allocation of Free Cash used throughout this Financial Plan follows the Town's formal Free Cash policy, which results in the following use of these funds:

Certification	**$11,881,257**
1. Operating Budget Reserve (25% of Operating Budget Reserve)	$672,373
2. Fund Balance	$2,600,000
a. Unreserved Fund Balance (left unappropriated)	$2,600,000
b. Stabilization Fund (appropriated)	$0
3. Liability Reserve (to get fund to 1% of Prior Yr Net Revenue)	$389,700
4. Capital Improvements (to get to 7.5% of Prior Yr Net Revenue)	$4,026,741
5. Affordable Housing Trust Fund (since Fund Balance below $5M)	$0
Sub-Total	$7,688,814
Amount available for Special Use (#6)	$4,192,443
6. Special Use:	
Additional CIP	$2,692,443
OPEB's	$600,000
Driscoll School Schematic partial funding 12/13/18 STM	$200,000
Pension Fund	$300,000
Worker's Comp Trust Fund	$200,000
Affordable Housing Trust Fund	$200,000

By following these policies, $4,026,741 of Free Cash is used to get from 6% of prior year net revenue to 7.5%. Then an additional $2,692,443 is allocated to the CIP to help balance it. In total, $6,719,184 of Free Cash goes toward the CIP, as recommended.

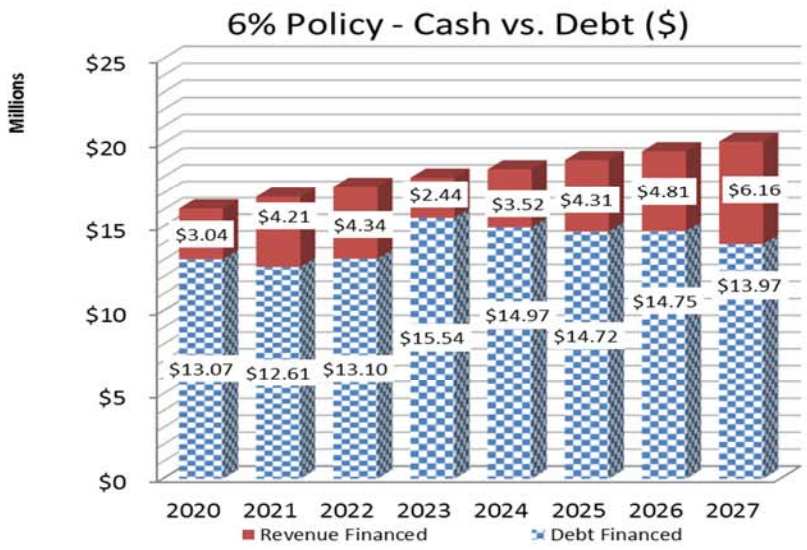
Some of the major projects proposed in the CIP include:

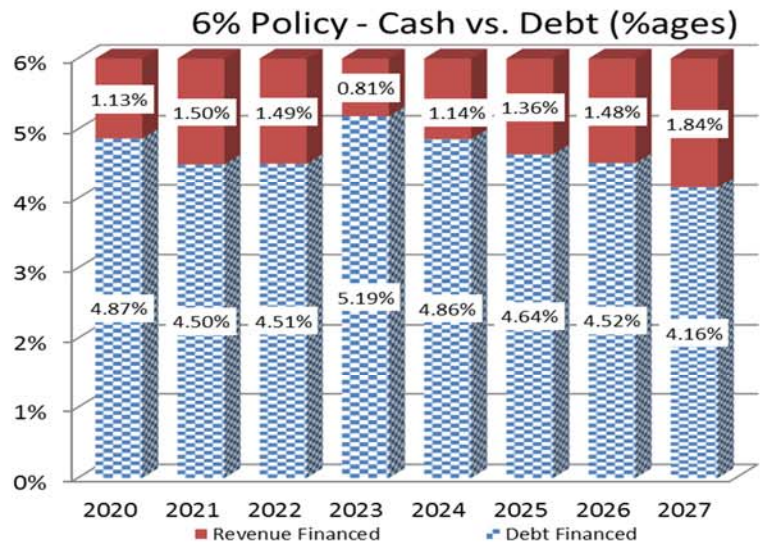
- Pierce School- 2M for Feasibility / Schematic Design
- Radio Infrastructure - $4.5M (FY20-24)
- Larz Anderson - $13.4M (FY20-25, Future Years)
- Classroom Capacity - $9.8M (FY20-FY25)
- Skyline Park $1.98M (FY25)
- Fire Station Renovations - $1.7M (FY20-22)
- Public Building Fire Alarm upgrades - $1.7M (FY19-24)
- HVAC equipment - $1.3M (FY19-24)
- Fire Department's Engine #1 Replacement - $725K (FY23)
-

Continued major investments include:

- Street and Sidewalk Rehab - $25 million
- Town/School Bldg Envelope/Fenestration Repairs - $6.4 million
- Water & Sewer Infrastructure - $8.2 million -- enterprise fund
- Information Technology - $1.1 million
- Parks and Open Space - $21.4 million
- Town/School Roofs - $1.6 million
- Town/School Energy Mgmt/Conservation - $1.4 million
- Tree Replacement - $1.9 million
-

Prior Financial Plans spoke to the "tightness" of the CIP, resulting primarily from the costs associated with addressing the increasing school enrollment and the debt service for the Coolidge Corner School and High School projects. This CIP also adjusts the plan for the Baldwin School to reflect the recent Town Meeting action authorizing the Board to acquire 15-17 Oak street, three condos near the Baldwin School, by eminent domain. The debt plan for this project assumes that debt exclusion funding source will provide funding for the acquisition of these properties as part of the project. The graphs below show the split between revenue-financed and debt-financed CIP based on the plan outlined above. As the graphs show, the split between cash and debt becomes tight when debt service for the High School sets in during FY2023. This will continue to be a challenge as we address the School building issues within the CIP, and it potentially places some of the regular programs funded in the CIP at risk.





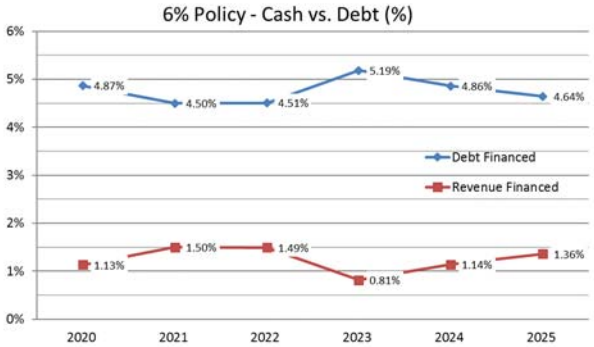
The table below details the funding sources for each year of the Proposed CIP.

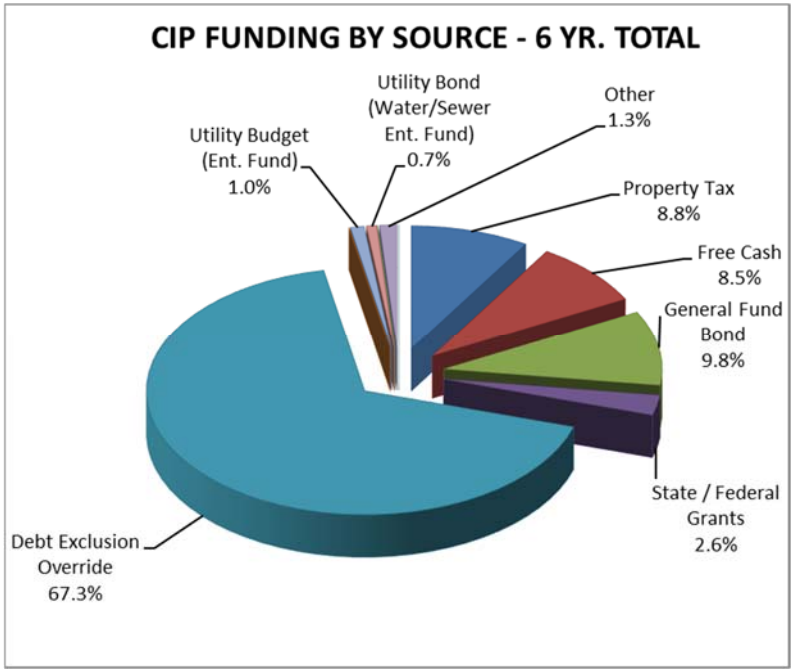
GRAND TOTAL BY SOURCE (in millions)

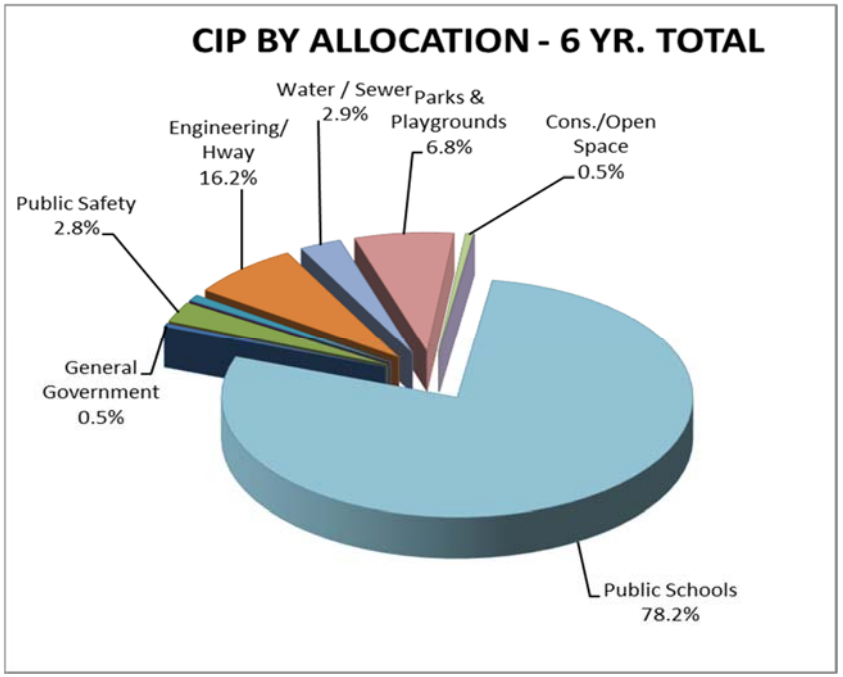
	FY20	FY21	FY22	FY23	FY24	FY25	TOTAL	% OF TOTAL
Property Tax	$3.16	$4.48	$4.78	$2.77	$3.74	$4.58	**$23.51**	**8.8%**
Free Cash	$6.72	$3.31	$3.29	$3.18	$3.17	$3.04	**$22.72**	**8.5%**
General Fund Bond	$3.50	$6.45	$2.69	$2.62	$4.00	$7.05	**$26.31**	**9.8%**
State / Federal Grants	$1.16	$1.16	$1.16	$1.16	$1.16	$1.16	**$6.96**	**2.6%**
Debt Exclusion Override	$180.00	$0.00	$0.00	$0.00	$0.00	$0.00	**$180.00**	**67.3%**
Golf Bond (Ent. Fund)	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	**$0.00**	**0.0%**
Utility Budget (Ent. Fund)	$0.72	$1.07	$0.58	$0.30	$0.00	$0.00	**$2.67**	**1.0%**
Utility Bond (Water/Sewer Ent. Fund)	$2.00	$0.00	$0.00	$0.00	$0.00	$0.00	**$2.00**	**0.7%**
CDBG	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	**$0.00**	**0.0%**
Other	$3.00	$0.32	$0.00	$0.00	$0.10	$0.00	**$3.42**	**1.3%**
Re-Appropriation of Funds	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	**$0.00**	**0.0%**
TOTAL	**$200.26**	**$16.79**	**$12.50**	**$10.03**	**$12.17**	**$15.83**	**$267.59**	**100%**

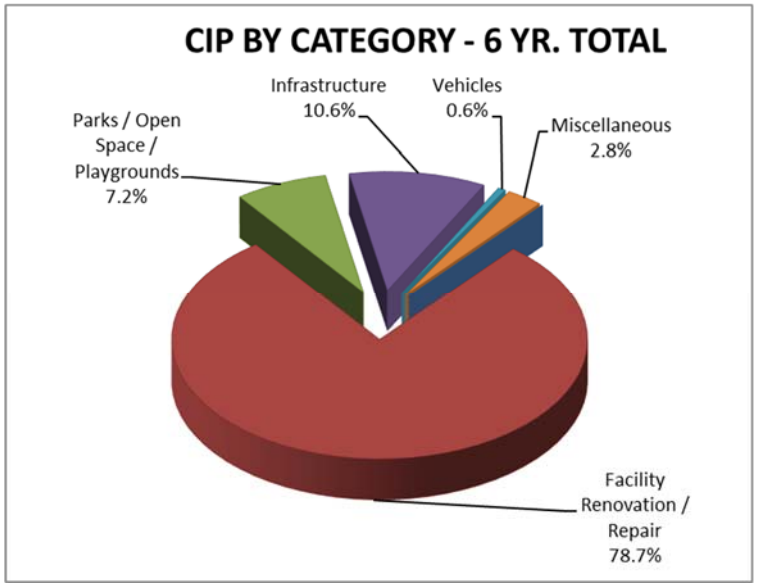
Given the reliance on more than $26 million of bonds supported by the General Fund within the tax levy there is an impact on the Town's operating budget. However, because the CIP complies with the Town's CIP Financing Policies, the impact on the debt service budget is offset by a decrease in the tax-financed component. As the portion of the 6% that is utilized for borrowing increases or decreases, the portion supported by the tax-financed monies moves in the opposite direction. The graph to the right shows how the 6% is apportioned between debt-financed and pay-as-you-go for each of the six years of the Proposed CIP.

The graphs below and on the following page summarize the FY20 – FY25 CIP by revenue source, by category, and by allocation group. As shown in the graph on the left side, 67.3% of the six-year CIP is funded from a Debt Exclusion Override, 8.5% is funded by free cash, and 8.8% is funded via property tax. The graph on the right breaks out the six-year CIP by allocation group and shows that 78.2% is for Schools, 6.8% is for Parks / Playgrounds, and 16.2% is for Engineering / Highway. The final graph (on the following page) breaks out the CIP by category: 78.7% of the CIP goes toward facility renovations / repairs, 10.6% for infrastructure repairs (streets, sidewalks, water and sewer system), and 7.2% for Parks / Open Space / Playgrounds.









It is important to note that the recommendations contained in this CIP are based upon current best estimates of future revenues, future project costs, and future outside funding assistance. The amount of Free Cash available for the CIP can fluctuate dramatically from year to year. Also, budget reductions at the Federal and State levels could require cutbacks in the recommended program for future years. The CIP recommendations would have to be revisited should the actual amount of available funding be less than anticipated and / or the project costs are greater than anticipated.

DEBT & DEBT SERVICE

This portion of Section VII is dedicated to the role debt plays in the CIP and its relationship to the Operating Budget. For all entities, both public and private, debt financing is a primary method of financing large capital projects, as it enables projects to be undertaken now with the costs spread out over a period of years. However, if used in an imprudent and / or poorly constructed manner, debt can have a disastrous impact on the Operating Budget and negatively impact the level and quality of services a municipality can deliver. This is why the Town's CIP Financing Policies are a vital component of the Town's overall Financial Planning guidelines. A well planned and properly devised debt management plan is critical to maintaining the Town's positive financial condition and to maintaining the Town's much-valued Aaa bond rating.

The bond authorization process is laid out in Massachusetts General Laws (MGL), specifically Chapter 44, Sections 7 and 8. General Obligation (GO) Bonds are secured by a pledge of revenues through property taxes and are authorized by Town Meeting via a 2/3's vote. Bond Anticipation Notes (BANs) can be utilized prior to the permanent issuance of bonds and are included as part of the Town's 6% funding policy. The Town's credit was most recently reviewed on March 5, 2018 by Moody's and the Town maintained its Aaa rating. Among the reasons stated by Moody's for the Aaa rating were "the history of balanced operations, maintenance of adequate reserve levels, and commitment to addressing capital needs and long-term liabilities."

Chapter 44, Section 10 limits the authorized indebtedness to 5% of the Town's equalized valuation (EQV). The Town's most recent EQV, approved by

the State as of 1/1/2014, is $24.548 billion. Therefore, the Town's debt limit is $1.227 billion. Obviously, the Town has no plans to come near this limit.

Debt can be broken into "exempt debt" and "non-exempt debt". Exempt debt is paid for outside of the property tax levy limit of Proposition 2 1/2. Stated another way, it is paid for with taxes raised outside of the property tax limit. In order to have exempt debt, a Debt Exclusion Override is required, and that can only be approved by the local electorate. Non-Exempt debt, or "within-levy debt", must be raised and paid for within the property tax levy. In Brookline, three projects are funded with exempt debt: the old High School Renovation ($43.8 million), a portion of the Coolidge Corner School ($49.6 million estimated pending final MSBA reimbursement) and the 2018 High School expansion/renovation project ($168.2 million). The last debt service payment for the old High School project is in FY20

Debt is issued on behalf of the Water and Sewer Enterprise Fund and the Golf Course Enterprise Fund. The tax levy does not fund any enterprise fund debt. As previously mentioned, they are 100% cost recovery funds, so they pay for their debt service through their own revenue streams. The table below breaks out outstanding debt by fund, with exempt and non-exempt debt of the General Fund separated, for each of the past six years. Looking at FY18, this shows that the Town's total outstanding debt was $196.3 million, of which $11.2 million (9.2%) was owed by either the State ($1.16 million) or enterprise funds ($10.1 million), leaving $185 million of outstanding debt.

OUTSTANDING DEBT

DESCRIPTION	FY13	FY14	FY15	FY16	FY17	FY18
Total General Fund Outstanding Debt	**64,145,426**	**63,539,088**	**60,077,544**	**67,179,500**	**97,935,250**	**186,202,696**
a.) Exempt (Debt Exclusion) [1]	6,430,000	5,510,000	4,590,000	3,670,000	2,750,000	67,806,000
b.) Non-Exempt	57,715,426	58,029,088	55,487,544	63,509,500	95,185,250	118,396,696
Minus State (SBA) Reimbursed Debt [2]	2,849,005	2,452,505	2,056,310	1,756,800	1,457,900	1,162,050
Net General Fund Outstanding Debt	61,296,421	61,086,583	58,021,234	65,422,700	96,477,350	185,040,646
Water & Sewer Enterprise Fund Outstanding Debt	10,028,654	10,382,110	9,050,072	7,920,156	6,961,446	7,961,446
Golf Course Enterprise Fund Outstanding Debt	899,000	1,099,000	1,149,000	995,000	1,325,000	2,110,000
Enterprise Fund Outstanding Debt	**10,927,654**	**11,481,110**	**10,199,072**	**8,915,156**	**8,286,446**	**10,071,446**
TOTAL Outstanding Debt	**75,073,080**	**75,020,198**	**70,276,616**	**76,094,656**	**106,221,696**	**196,274,142**

[1] The Lincoln School and High School projects were financed via a Debt Exclusion.

[2] The following school projects were reimbursed by the State: Baker, and Heath.

The projected level of outstanding debt based upon the Proposed CIP is shown in the table on the following page. The increase in FY19 is due to the High School project. Also, there is a graph on page VII-27 that shows both a history and a projection of outstanding debt.

For illustrative purposes, projected debt related to the Driscoll and Baldwin School projects has been included in the table below, but not included in the calculation of total projected outstanding debt. Since the funding source for these projects is a debt exclusion override, the projects will be formally incorporated into the projection once voters approve the projects. Funding would be raised through increased taxes necessary to pay the principal and interest on a 25-year bond to finance the cost of the projects. The projects are currently in the schematic design phase. Ranges used in the projection came from the feasibility phase of the projects. The Pierce School has not been included in the potential debt exclusion projection. As evidenced on page VII-2 the debt exclusion projects push Brookline beyond the bounds of the Town's fiscal debt management targets. Projects funded within the levy limit comply with the Town's fiscal policies.

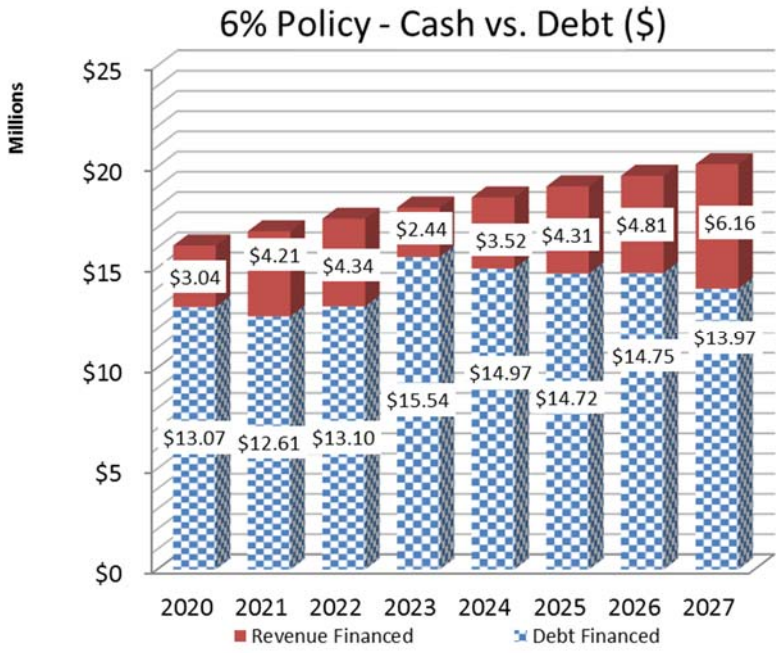
OUTSTANDING DEBT (PROJECTED)

DESCRIPTION	FY19	FY20	FY21	FY22	FY23	FY24	FY25
Total General Fund Outstanding Debt	**363,140,697**	**354,350,877**	**345,906,868**	**334,165,511**	**321,803,762**	**309,609,222**	**303,333,004**
a.) Exempt (Debt Exclusion) [1]	222,115,030	219,325,877	214,951,868	209,958,845	204,719,429	199,223,722	193,461,337
b.) Non-Exempt	141,025,667	135,025,000	130,955,000	124,206,667	117,084,333	110,385,500	109,871,667
Minus State (SBA) Reimbursed Debt [2]	866,200	576,450	286,700	0	0	0	0
Net General Fund Outstanding Debt	362,274,497	353,774,427	345,620,168	334,165,511	321,803,762	309,609,222	303,333,004
Potential Debt Exclusion		***179,391,836***	***178,868,025***	***176,851,351***	***172,952,884***	***168,859,494***	***164,561,435***
Potential Total Debt	***363,140,697***	***533,742,714***	***524,774,893***	***511,016,862***	***494,756,646***	***478,468,716***	***467,894,438***
Water & Sewer Enterprise Fund Outstanding Debt	7,230,756	8,734,378	8,538,000	8,472,000	8,516,000	7,230,000	5,994,000
Golf Course Enterprise Fund Outstanding Debt	2,000,000	1,905,000	1,802,500	1,700,500	1,581,000	1,449,000	1,317,000
Enterprise Fund Outstanding Debt	**9,230,756**	**10,639,378**	**10,340,500**	**10,172,500**	**10,097,000**	**8,679,000**	**7,311,000**
TOTAL Outstanding Debt[3]	**372,371,453**	**364,990,255**	**356,247,368**	**344,338,011**	**331,900,762**	**318,288,222**	**310,644,004**

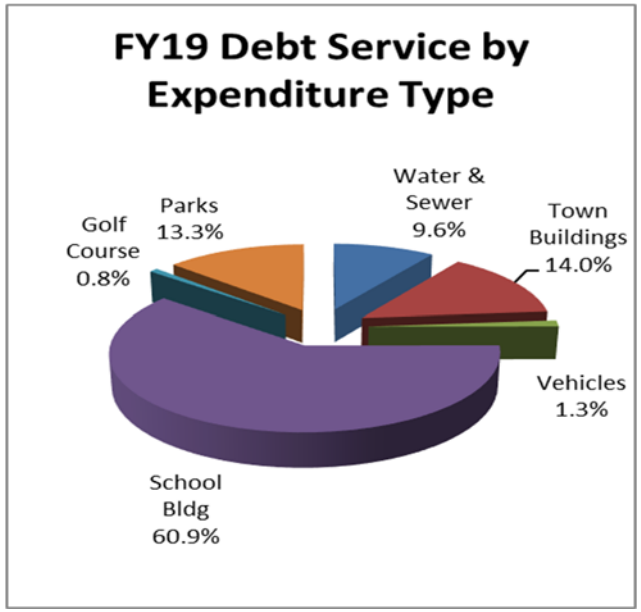
[1] The High School and Coolidge Corner School projects were financed via a Debt Exclusion.
[2] The Baker (through FY22) and Heath (through FY19) school projects are being reimbursed by the State.
[3] Total Outstanding Debt does not include Potential Debt Exclusion which is shown for information only.

Once debt is incurred, an amount must be set aside annually to fund the principal and interest payments, known as Debt Service. As previously noted, if debt is used in an imprudent and / or poorly constructed manner, it can have a negative impact on the Operating Budget. This is because of debt service: debt service takes away funding that would otherwise be available for other areas of the Operating Budget. If decision makers are not made aware of the impact debt service has on the Operating Budget (via long-range forecasting), then the authorization of debt is being made in a vacuum. Governmental bodies can cripple their finances if bonds are authorized and issued without a full understanding of the impact they have on the overall finances of the entity.

In Brookline, both the Long Range Financial Plan and the planning process for the CIP clearly show decision makers the impact debt service has on the Operating Budget. Since the Town's CIP Financing Policies set a limit on the overall amount of debt that can be issued -- basically the 6% policy plus the other debt management variables that are to be measured -- the impact on the Operating Budget is both known and within an expected range.



The graph to the right illustrates how the Town's 6% policy works. In each year, the amount available for the CIP is 6% of the prior year's net revenue. This amount represents the total impact on the Operating Budget. For FY20, $16.1 million is dedicated to the CIP ($13.1 million for net debt service and $3 million for pay-as-you-go), and, therefore, unavailable for the operating budget. The graph also shows the balance between pay-as-you-go-CIP and debt-financed CIP: as debt service increases, pay-as-you go capacity decreases, and vice versa. This is clearly shown in FY23, when the large increase in debt service (resulting from the BHS project coming on-line) reduces the pay-as-you-go portion of the CIP.



The graph to the left breaks out existing (FY19) debt service by expenditure type. As it shows, the largest component of debt service is for school buildings, followed by town buildings and parks.

As was previously mentioned, debt is issued on behalf of the Water and Sewer Enterprise Fund and the Golf Course Enterprise Fund. Those debt service costs are budgeted for within both enterprise funds and are covered by enterprise fund revenues. As a result, the tax levy does not fund any enterprise fund debt service. The table on the following page breaks out debt service by fund, with exempt and non-exempt debt of the General Fund separated, for each of the past six years. Looking at FY19, it shows that the Town's total debt service was $17.3 million, of which $2.3 million (13.5%) was reimbursed by either the State ($556,757) or Enterprise funds ($1.8 million), leaving $14.9 million of debt service.

DEBT SERVICE

DESCRIPTION	FY13	FY14	FY15	FY16	FY17	FY18	FY19
Total General Fund Supported Debt Service	9,804,995	9,297,870	9,389,799	9,270,546	10,240,902	12,621,350	15,505,111
a.) Exempt (Debt Exclusion) [1]	1,630,808	1,112,800	1,094,400	1,076,000	1,048,400	1,020,800	3,408,089
b.) Non-Exempt	8,174,187	8,185,070	8,295,399	8,194,546	9,192,502	11,600,550	12,097,022
Minus State (SBA) Reimbursed Debt [2]	587,125	556,757	556,757	556,757	556,757	556,757	556,757
Net General Fund Debt Service	9,217,870	8,741,113	8,833,042	8,713,789	9,684,145	12,064,593	14,948,354
Water & Sewer Enterprise Fund Supported Debt Svc.	2,375,403	2,365,461	2,133,405	2,377,747	2,180,990	1,951,733	1,633,460
Golf Course Enterprise Fund Supported Debt Svc.	191,499	179,374	186,476	191,355	183,475	159,422	140,888
Enterprise Fund Debt Service	**2,566,902**	**2,544,835**	**2,319,881**	**2,569,102**	**2,364,465**	**2,111,155**	**1,774,348**
TOTAL Debt Service	**12,371,897**	**11,842,705**	**11,709,680**	**11,839,648**	**12,605,366**	**14,732,505**	**17,279,459**

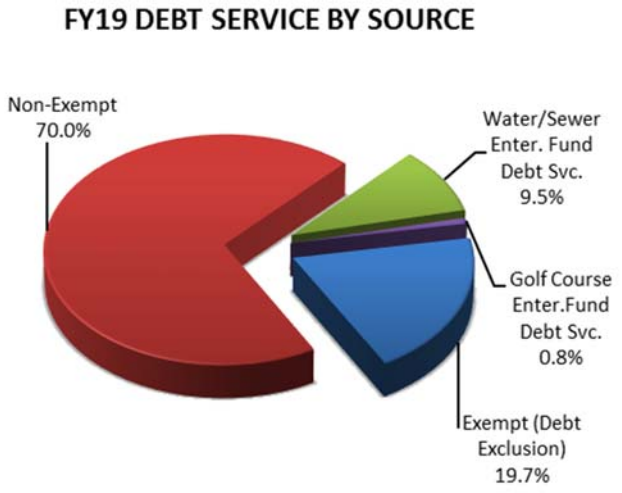
[1] The Lincoln School and High School projects were financed via a Debt Exclusion.

[2] The following school projects were reimbursed by the State: High School (through FY09), Lincoln (through FY12), Heath (through FY19), Baker.

The graph to the right depicts FY19 debt service by source. As it shows, 70% of the Town's debt service is covered within the levy while 9.5% is covered outside the levy via Debt Exclusion Overrides. The remaining 20.5% is covered by enterprise fund revenues.

The projected level of debt service based upon the Proposed CIP is shown in the table on the following page. Also, there is a graph on page VII-27 that shows both a history and a projection of debt service.

Great care has gone into the crafting of the Debt Management Plan for the FY20 – FY25 CIP and is detailed on the following pages. As mentioned at the beginning of this Section VII, this debt management plan results in the Town complying with all of its CIP Financing Policies for projects funded within the levy. The table shows the amount of authorization, the amount to be borrowed, and the number of years planned for paying off the principal (term). The Town hopes to not have to borrow the $1 million for the Carlton St. Footbridge. The Town is working toward a grant for the project and if it is received, the Town will not have to issue a bond for the project. Town Meeting would then be asked to rescind the bond authorization.



DEBT SERVICE (PROJECTED)

DESCRIPTION	FY20	FY21	FY22	FY23	FY24	FY25	FY26
Total General Fund Supported Debt Service	19,348,837	23,123,505	28,228,844	30,669,981	30,096,136	29,852,627	29,875,775
a.) Exempt (Debt Exclusion) [1]	6,380,745	10,617,032	15,229,942	15,228,692	15,225,192	15,229,442	15,225,942
b.) Non-Exempt	12,968,091	12,506,473	12,998,902	15,441,290	14,870,945	14,623,186	14,649,833
Minus State (SBA) Reimbursed Debt [2]	434,662	434,662	434,662	0	0	0	0
Net General Fund Debt Service	18,914,175	22,688,843	27,794,182	30,669,981	30,096,136	29,852,627	29,875,775
Water & Sewer Enterprise Fund Supported Debt Svc.	1,644,347	1,658,575	1,551,950	1,589,150	1,675,325	1,522,725	1,423,125
Golf Course Enterprise Fund Supported Debt Svc.	147,501	199,869	199,585	194,051	188,843	183,609	178,319
Enterprise Fund Debt Service	**1,791,848**	**1,858,444**	**1,751,535**	**1,783,201**	**1,864,168**	**1,706,334**	**1,601,444**
TOTAL Debt Service	**21,140,684**	**24,981,949**	**29,980,379**	**32,453,182**	**31,960,304**	**31,558,961**	**31,477,219**

[1] The High School project was financed via a Debt Exclusion. Current funding plans for the Coolidge Corner School project assumes $49.5M of that project is funded by the Debt Exclusion.

[2] The Baker (through FY22) school project is being reimbursed by the State.

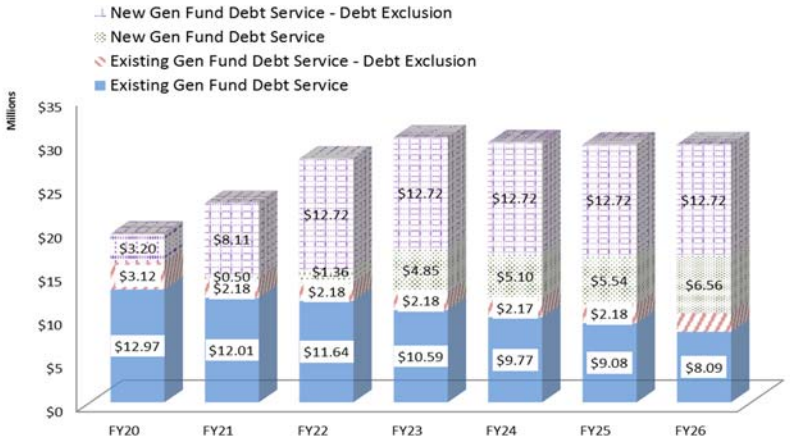
DEBT MANAGEMENT PLAN

PROJECT	BOND AUTH.	BOND AMT	TERM	2020	2021	2022	2023	2024	2025	2026	2027
Funded Within 6% CIP Policy											
High School Schematic Design (previously authorized)	$1.850	$1.850	10	$0.259	$0.252	$0.244	$0.237	$0.229	$0.222	$0.215	$0.207
Carlton St. Footbridge (previously authorized)	$1.400	$1.000	10	$0.143	$0.138	$0.134	$0.130	$0.126	$0.121	$0.117	$0.113
Harry Downes/Kraft Athletic Facility (future authorization)	$2.450	$2.450	10	$0.349	$0.339	$0.328	$0.318	$0.307	$0.297	$0.287	$0.276
Larz Anderson Park (future authorization)	$2.700	$2.700	10	$0.385	$0.373	$0.362	$0.350	$0.339	$0.327	$0.316	$0.304
Driscoll School (future authorization	$4.000	$4.000	10	$0.447	$0.435	$0.423	$0.411	$0.399	$0.387	$0.375	$0.363
Envelope/Fenestration Repairs (future authorization)	$1.500	$1.500	10		$0.214	$0.207	$0.201	$0.195	$0.188	$0.182	$0.176
Pierce School Feas. / Schematic Design	$2.000	$2.000	10		$0.285	$0.277	$0.268	$0.260	$0.251	$0.243	$0.234
Roof Repairs/Replacements (previously authorized)	$1.200	$0.350	10			$0.050	$0.048	$0.047	$0.045	$0.044	$0.042

TOWN OF BROOKLINE FY2020 PROGRAM BUDGET				CAPITAL IMPROVEMENTS PROGRAM							
PROJECT	BOND AUTH.	BOND AMT	TERM	2020	2021	2022	2023	2024	2025	2026	2027
Roof Repairs/Replacements (future authorization)	$3.100	$3.100	15			$0.346	$0.337	$0.328	$0.318	$0.309	$0.300
Robinson Playground (future authorization)	$1.150	$1.150	10			$0.164	$0.159	$0.154	$0.149	$0.144	$0.139
Larz Anderson Park (future authorization)	$2.200	$2.200	10			$0.314	$0.304	$0.295	$0.285	$0.276	$0.267
Schick Park (future authorization)	$1.025	$1.025	10				$0.146	$0.142	$0.137	$0.133	$0.129
Murphy Playground (future authorization)	$0.915	$0.915	10				$0.130	$0.126	$0.123	$0.119	$0.115
High School Addition (future authorization)	$35.000	$35.000	25				$3.150	$3.080	$3.010	$2.940	$2.870
Envelope/Fenestration Repairs (future authorization)	$0.750	$0.750	10				$0.107	$0.104	$0.101	$0.097	$0.094
Roof Repairs/Replacements (future authorization)	$0.650	$0.650	10					$0.093	$0.090	$0.087	$0.084
Engine #1 Replacement (future authorization)	$0.725	$0.725	10					$0.103	$0.100	$0.097	$0.094
Boylston St Playground (future authorization)	$1.240	$1.240	10					$0.177	$0.171	$0.166	$0.161
Larz Anderson Park (future authorization)	$2.500	$2.500	10						$0.356	$0.346	$0.335
Envelope/Fenestration Repairs (future authorization)	$1.500	$1.500	10						$0.214	$0.207	$0.201
Larz Anderson Park (future authorization)	$1.000	$1.000	10							$0.143	$0.138
Amory Tennis courts, Parking and Halls Pond (future authorization)	$1.700	$1.700	10							$0.242	$0.235
Envelope/Fenestration Repairs (future authorization)	$1.850	$1.850	10							$0.264	$0.256
Roof Repairs/Replacements (future authorization)	$1.700	$1.700	10							$0.242	$0.235
Skyline Park (future authorization)	$1.980	$1.980	10							$0.282	$0.274
Larz Anderson Park (future authorization)	$2.500	$2.500	10								$0.206
NEW GEN FUND DEBT SERVICE (cumulative)				**$1.582**	**$2.035**	**$2.848**	**$6.296**	**$6.502**	**$6.894**	**$7.872**	**$7.848**

PROJECT	BOND AUTH.	BOND AMT	TERM	2020	2021	2022	2023	2024	2025	2026	2027
Debt Exclusions											
Coolidge Corner School - Design/Constr. (future authorization)	$49.576	$12.676	25	$0.899	$0.899	$0.899	$0.899	$0.899	$0.899	$0.899	$0.899
High School - 111 Cypress Acquisition (previously authorized)	$16.400	$16.400	25	$1.050	$1.050	$1.050	$1.050	$1.050	$1.050	$1.050	$1.050
High School - 111 Cypress Acquisition (previously authorized)	$151.800	$17.600	25	$1.249	$1.249	$1.249	$1.249	$1.249	$1.249	$1.249	$1.249
High School - 111 Cypress Acquisition (previously authorized)	$151.800	$69.200	25		$4.910	$4.910	$4.910	$4.910	$4.910	$4.910	$4.910
High School - 111 Cypress Acquisition (previously authorized)	$151.800	$65.000	25			$4.612	$4.612	$4.612	$4.612	$4.612	$4.612
NEW DEBT EXCLUSION DEBT SERVICE (cumulative)				**$3.198**	**$8.108**	**$12.720**	**$12.720**	**$12.720**	**$12.720**	**$12.720**	**$12.720**
Enterprise Funds											
Stormwater (previously authorized)	$0.300	$0.300	10	$0.043	$0.041	$0.040	$0.039	$0.038	$0.036	$0.035	$0.034
Wastewater (previously authorized)	$3.000	$1.000	10	$0.143	$0.138	$0.134	$0.130	$0.126	$0.121	$0.117	$0.113
Water System Improvements (future Authorization)	$2.000	$2.000	10		$0.285	$0.277	$0.268	$0.260	$0.251	$0.243	$0.234
Stormwater (future authorization)	$0.300	$0.300	10			$0.043	$0.041	$0.040	$0.039	$0.038	$0.036
Stormwater (future authorization)	$0.300	$0.300	10				$0.043	$0.041	$0.040	$0.039	$0.038
Stormwater (future authorization)	$0.300	$0.300	10					$0.043	$0.041	$0.040	$0.039
Wastewater (future authorization)	$3.000	$1.000	10			$0.143	$0.138	$0.134	$0.130	$0.126	$0.121
Wastewater (future authorization)	$3.000	$1.000	10				$0.143	$0.138	$0.134	$0.130	$0.126
Wastewater (future authorization)	$3.000	$1.000	10					$0.143	$0.138	$0.134	$0.130
Golf Course (previously authorized)	$1.000	$0.075	0	$0.010	$0.010	$0.010	$0.009	$0.009	$0.009	$0.009	$0.008
Golf Course (previously authorized)	$1.000	$0.190	20		$0.018	$0.018	$0.017	$0.017	$0.016	$0.016	$0.015
Golf Course (previously authorized)	$1.000	$0.250	20			$0.024	$0.023	$0.023	$0.022	$0.022	$0.021
NEW ENTERPRISE FUND DEBT SERVICE (cumulative)				**$0.196**	**$0.493**	**$0.663**	**$0.828**	**$0.988**	**$0.956**	**$0.925**	**$0.894**

Ratings agencies have noted Brookline's above average amortization rate. That is an important factor in being able to take on additional debt: as old debt runs off, new debt can be taken on. The graph to the right shows the amortization of existing debt and the proposed new debt for the General Fund.



A common indicator used to measure debt service levels is comparing it to revenue, since it is those revenues that are needed to pay the principal and interest payments. For general funds, ratings agencies tend to consider ratios of between 5% - 10% as being prudent. The table below shows debt service as a percent of revenue for the General Fund, Water and Sewer Enterprise Fund, and the Golf Course Enterprise Fund. As it shows, total debt service is projected at 5.4% in FY19 but will increase to 8.7% in FY23 when the majority of debt service associated with the High School project commences.

DEBT SERVICE AS A PERCENTAGE OF REVENUE

DESCRIPTION	FY17 (Act.)	FY18 (Act.)	FY19 (Proj.)	FY20 (Proj.)	FY21 (Proj.)	FY22 (Proj.)	FY23 (Proj.)	FY24 (Proj.)	FY25 (Proj.)	FY26 (Proj.)
Total General Fund Supported Debt Service	10,240,902	12,621,350	15,505,111	19,348,837	23,123,505	28,228,844	30,669,981	30,096,136	29,852,627	29,875,775
a.) Exempt (Debt Exclusion) [1]	1,048,400	1,020,800	3,408,089	6,380,745	10,617,032	15,229,942	15,228,692	15,225,192	15,229,442	15,225,942
b.) Non-Exempt	9,192,502	11,600,550	12,097,022	12,968,091	12,506,473	12,998,902	15,441,290	14,870,945	14,623,186	14,649,833
Minus SBA Reimbursements	556,757	556,758	556,757	434,662	434,662	434,662	0	0	0	0
Net General Fund Debt Service	9,684,145	12,064,592	14,948,354	18,914,175	22,688,843	27,794,182	30,669,981	30,096,136	29,852,627	29,875,775
Water & Sewer Enterprise Fund Supported Debt Svc.	2,180,990	1,951,733	1,633,460	1,644,347	1,658,575	1,551,950	1,589,150	1,675,325	1,522,725	1,423,125
Golf Course Enterprise Fund Supported Debt Svc.	183,475	159,422	140,888	147,501	199,869	199,585	194,051	188,843	183,609	178,319
TOTAL Debt Service	**12,605,366**	**14,732,505**	**17,279,459**	**21,140,684**	**24,981,949**	**29,980,379**	**32,453,182**	**31,960,304**	**31,558,961**	**31,477,219**
General Fund Revenue	260,709,753	273,019,198	289,770,791	304,491,468	314,765,008	328,486,250	337,248,557	346,691,682	356,426,830	366,107,417
General Fund Revenue Without SBA Reimbursement	260,152,996	272,462,440	289,214,034	304,056,806	314,330,346	328,051,588	337,248,557	346,691,682	356,426,830	366,107,417
Water & Sewer Enterprise Fund Revenue	29,590,019	27,076,701	28,554,309	28,561,053	29,787,290	30,942,854	32,305,381	33,782,196	35,085,956	36,514,808
Golf Course Enterprise Fund Revenue	1,460,701	1,568,551	1,772,700	1,884,446	1,783,314	1,801,070	1,819,061	1,837,289	1,855,758	1,874,473
TOTAL Revenue of Funds Supporting Debt Svc.	**291,760,473**	**301,664,450**	**320,097,800**	**334,936,967**	**346,335,612**	**361,230,174**	**371,372,999**	**382,311,167**	**393,368,543**	**404,496,698**
General Fund Debt Service as a % of General Fund Revenue	3.9%	4.6%	5.4%	6.4%	7.3%	8.6%	9.1%	8.7%	8.4%	8.2%
Net General Fund Debt Service as a % of General Fund Revenue [2]	3.7%	4.4%	5.2%	6.2%	7.2%	8.5%	9.1%	8.7%	8.4%	8.2%
Water & Sewer Enterprise Fund Debt Service as a % of Revenue	7.4%	7.2%	5.7%	5.8%	5.6%	5.0%	4.9%	5.0%	4.3%	3.9%
Golf Course Enterprise Fund Debt Service as a% of Revenue	12.6%	10.2%	7.9%	7.8%	11.2%	11.1%	10.7%	10.3%	9.9%	9.5%
TOTAL Debt Service as a % of Total Rev. Supporting Debt Svc.	**4.3%**	**4.9%**	**5.4%**	**6.3%**	**7.2%**	**8.3%**	**8.7%**	**8.4%**	**8.0%**	**7.8%**

[1] The Coolidge Corner School and High School projects were financed via a Debt Exclusion. Current funding plans for the Baldwin and Driscoll School projects assume a Debt Exclusion.

[2] Excludes both the debt service (expense) reimbursed by the State for school projects and the reimbursement from the State (revenue).

IMPACT ON OPERATING BUDGET

The "Debt and Debt Service" section discussed the impact of debt service on the Operating Budget. Another potential impact of a CIP on a community's Operating Budget is an increase or decrease in operating expenses. For example, adding another facility in the community will add costs for utilities and building operation / maintenance. Conversely, undertaking energy conservation projects will help reduce costs in the Operating Budget. The proposed CIP contains a number of projects that will impact the Operating Budget, both positively and negatively. They are listed below:

- Technology Applications – projects undertaken by the Information Technology Department (ITD) are focused on improving efficiencies in numerous departments. While it is difficult to put a dollar figure on savings, past applications have proven to yield savings in the Operating Budget, including a reduction in headcount. On the other hand, new technologies often come with increased maintenance contracts.
- Parking Meters- The DPW budget increases $63,176 to accommodate gateway/communication/data management fees for the new meters.
- Fire Apparatus Rehab/Replacement – rehabilitating fire apparatus extends the life of the vehicles and also helps reduce repair and maintenance costs. Also, once replaced with a new vehicle, repair and maintenance costs are reduced.
- Wastewater System Improvements - these projects will help prevent costly system failures, lower MWRA wholesale costs by reducing extraneous flows, and make more efficient use of annual operating funds.
- Playground Projects - as playgrounds are renovated and new or improved water play features are included as part of the project, water/sewer costs will increase.
- Golf Course – the proposed improvements to the course and facilities will help improve its playability and make it a more sought-after course, thereby increasing revenue.
- Driscoll/ Baldwin/ Pierce and / High School projects – these projects are certain to increase the size of the facilities, so additional utility costs are to be expected. However, increases will be minimized to the greatest extent possible by including energy efficient systems and "green" components. Insurance costs for the Coolidge Corner School increased the General Insurance budget by $87,122.
- Town / School Energy Management Systems and Energy Conservation - these on-going items are meant to yield savings in the operating budget. With large increases in utility prices over the past few years, it is imperative that monies be invested to decrease energy consumption in buildings. Programs would include, but are not limited to, lighting retrofit and controls, energy efficient motors, insulation, and temperature equipment. This program would augment existing gas and electric utility conservation programs. Monies would also go toward more efficient heating and cooling equipment.
- Town / School Emergency Generator Replacement, Elevator Replacement, Roof Replacement, Masonry Repairs, and Fenestrian - these items represent an approach to systematically replace various core facility needs that only become more expensive to maintain if not replaced in a timely manner. They also help eliminate the need for larger expenditures that might arise if allowed to deteriorate.

RECOMMENDED PROJECTS

The following pages contain the FY20 – FY25 CIP as proposed by project. Commencing on page VII-29 is a project description for each project.

TOWN OF BROOKLINE CAPITAL IMPROVEMENT PROGRAM: FY2020 - FY2025

CATEGORY CODES (CC):

1 = New Facility Construction
2 = Facility Renovation / Repair
3 = Parks/Open Space/Playgrounds
4 = Infrastructure
5 = Vehicles
6 = Miscellaneous

REVENUE CODES (RC):

A = Property Tax/Free Cash/Overlay Surplus
B = General Fund Bond
C = State / Federal Aid
D = Golf Budget
E = Golf Bond
F = Utility Budget
G = Utility Bond
H = CDBG
I = Other
J = Re-Appropriation of Funds
K = Debt Exclusion Override

CC		Total	Prior Year (FY19)	FY2020 Amount	RC	FY2021 Amount	RC	FY2022 Amount	RC	FY2023 Amount	RC	FY2024 Amount	RC	FY2025 Amount	RC	Future Years Amount	RC
	GENERAL GOVERNMENT																
2	Larz Anderson Garage	135,000				135,000	A										
6	Town Building Furniture	100,000	50,000											25,000	A	25,000	A
2	Garage Floor Sealants	550,000				200,000	A							200,000	A	150,000	A
2	Public Safety HVAC Modifications	125,000	125,000														
2	Town Rehab/Upgrade	540,000	50,000	**55,000**	**A**	60,000	A	65,000	A	70,000	A	75,000	A	80,000	A	85,000	A
6	Technology Applications	450,000				150,000	A							150,000	A	150,000	A
	General Government Total	1,900,000	225,000	**55,000**		545,000		65,000		70,000		75,000		455,000		410,000	
	PLANNING & COMMUNITY DEVELOPMENT																
4	Gateway East/Village Sq. Construction	250,000	250,000														
4	Gateway East/Village Sq. Site Aquisition - CD	1,020,000	1,020,000														
4	Gateway East/Village Sq. Construction - State	7,107,000	7,107,000														
4	Gateway East/Village Sq. Site Aquisition - Town	-															
4	Gateway East/Village Sq. Circulation Improv. - Town	-															
6	Zoning By-Law Reorganization	200,000	200,000														
	Planning & Community Development Total	8,577,000	8,577,000	-		-		-		-		-		-		-	
	PUBLIC SAFETY																
5	Fire Apparatus Rehab	1,865,000						500,000	A			125,000	A	240,000	A	1,000,000	A/B
5	Engine #1 Replacement	725,000								725,000	B						
6	CAD System Upgrade	200,000	200,000														
2	Fire Station Renovations	1,655,000	385,000	**600,000**	**A**	670,000	A										
6	Radio Infrastructure	4,500,000		**900,000**	**A**	900,000	A	900,000	A	900,000	A	900,000	A				
6	Refurbish Drafting pit	50,000		**50,000**	**A**												
	Public Safety Total	8,995,000	585,000	**1,550,000**		1,570,000		1,400,000		1,625,000		1,025,000		240,000		1,000,000	

TOWN OF BROOKLINE CAPITAL IMPROVEMENT PROGRAM: FY2020 - FY2025

CATEGORY CODES (CC):

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2 = Facility Renovation / Repair
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REVENUE CODES (RC):

A = Property Tax/Free Cash/Overlay Surplus
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D = Golf Budget
E = Golf Bond
F = Utility Budget
G = Utility Bond
H = CDBG
I = Other
J = Re-Appropriation of Funds
K = Debt Exclusion Override

CC		Total	Prior Year (FY19)	FY2020 Amount	RC	FY2021 Amount	RC	FY2022 Amount	RC	FY2023 Amount	RC	FY2024 Amount	RC	FY2025 Amount	RC	Future Years Amount	RC
	LIBRARY																
2	Putterham Library Bathroom Renovations	150,000	150,000														
2	Renovation of the Main Library	38,500,000														38,500,000	B/C/I
	Library Total	38,650,000	150,000	-		-		-		-		-		-		38,500,000	
	PUBLIC WORKS:																
	Transportation																
4	Traffic Calming / Safety Improvements	650,000	85,000	**265,000**	A	50,000	A	50,000	A	50,000	A	50,000	A	50,000	A	50,000	A
4	Bicycle Access Improvements	207,775	176,775	**31,000**	A												
4	Parking Meter Technology Upgrade	483,120		**161,040**	A	322,080	A										
4	Transportation Network Company Mitigation Projects	1,607,442	207,442	**200,000**	C	200,000	C	200,000	C	200,000	C	200,000	C	200,000	C	200,000	C
	Public Works - Transportation Sub-Total	2,948,337	469,217	**657,040**		572,080		250,000		250,000		250,000		250,000		250,000	
	Engineering/Highway																
4	Street Rehab - Town	16,300,000	3,110,000	**1,750,000**	A	1,790,000	A	1,830,000	A	1,880,000	A	1,930,000	A	1,980,000	A	2,030,000	A
4	Street Rehab - State	7,684,840	960,605	**960,605**	C	960,605	C	960,605	C	960,605	C	960,605	C	960,605	C	960,605	C
4	Sidewalk Repair	2,794,000	320,000	**328,000**	A	336,000	A	344,000	A	353,000	A	362,000	A	371,000	A	380,000	A
4	Parking Lot Rehab.	205,000														205,000	A
4	Fire Alarm Call box system	1,125,000		**1,125,000**	A												
	Public Works - Engineering/Highway Sub-Total	28,108,840	4,390,605	**4,163,605**		3,086,605		3,134,605		3,193,605		3,252,605		3,311,605		3,575,605	
	Water / Sewer																
4	Singletree Hill Tank Improvements	490,000				490,000	F										
4	Stormwater Improvements	900,000				300,000	F	300,000	F	300,000	F						
4	Water System Improvements	2,000,000		**2,000,000**	G												
6	Water Meter MTU Replacement	1,090,000	265,000	**265,000**	F	280,000	F	280,000	F								
4	Wastewater System Improvements	6,000,000	3,000,000	**3,000,000**	I												
4	Netherlands Road Facility Improvements	605,000	150,000	**455,000**	F												
	Public Works - Water / Sewer Sub-Total	11,085,000	3,415,000	**5,720,000**		1,070,000		580,000		300,000		-		-		-	

TOWN OF BROOKLINE CAPITAL IMPROVEMENT PROGRAM: FY2020 - FY2025

CATEGORY CODES (CC):

1 = New Facility Construction
2 = Facility Renovation / Repair
3 = Parks/Open Space/Playgrounds
4 = Infrastructure
5 = Vehicles
6 = Miscellaneous

REVENUE CODES (RC):

A = Property Tax/Free Cash/Overlay Surplus
B = General Fund Bond
C = State / Federal Aid
D = Golf Budget
E = Golf Bond
F = Utility Budget
G = Utility Bond
H = CDBG
I = Other
J = Re-Appropriation of Funds
K = Debt Exclusion Override

CC		Total	Prior Year (FY19)	FY2020 Amount	RC	FY2021 Amount	RC	FY2022 Amount	RC	FY2023 Amount	RC	FY2024 Amount	RC	FY2025 Amount	RC	Future Years Amount	RC
	Parks and Playgrounds																
3	Amory tennis courts, Parking and Halls Pond	1,700,000												1,700,000	B		
3	Cypress Playground/Athl. Field	240,000	240,000														
3	Fisher Hill Gatehouse Safety and Structural Improven	175,000														175,000	A
3	Harry Downes Field & Playground/Kraft Family Athl.	2,450,000	2,450,000														
3	Larz Anderson Park	12,400,000	2,700,000			2,200,000	B					2,500,000	B			5,000,000	B
3	Larz Anderson Park cash	1,025,000	425,000	**600,000**	**A**												
3	Murphy Playground	915,000						915,000	B								
3	Riverway Park	625,000														625,000	A
3	Robinson Playground	1,250,000		**100,000**	**A**	1,150,000	B										
3	Schick Playground	1,125,000				100,000	A	1,025,000	B								
3	Boylston St. Playground	1,350,000						110,000	A	1,240,000	B						
3	Griggs Park	1,120,000												1,120,000	A		
3	Soule Athletic Fields	1,900,000														1,900,000	B
3	Skyline Park Turf replacement and Park Improvemen	1,980,000										180,000	A	1,800,000	B		
3	Parks/Playgrounds Rehab/Upgrade	2,520,000	305,000	**310,000**	**A**	310,000	A	315,000	A	315,000	A	320,000	A	320,000	A	325,000	A
3	Town/School Ground Rehab.	1,380,000	155,000	**160,000**	**A**	165,000	A	170,000	A	175,000	A	180,000	A	185,000	A	190,000	A
3	Tennis Courts / Basketball Courts	650,000		**200,000**	**A**											450,000	A
2	Comfort Stations	400,000		**350,000**	**A**											50,000	A
	Public Works - Parks and Playground Sub-Total	33,205,000	6,275,000	**1,720,000**		3,925,000		2,535,000		1,730,000		3,180,000		5,125,000		8,715,000	
	Conservation/Open Space																
3	Tree Removal&Repl/Urban Forestry Mgmt	1,920,000	230,000	**235,000**	**A**	235,000	A	240,000	A	240,000	A	245,000	A	245,000	A	250,000	A
3	Old Burial Ground	250,000														250,000	A
3	Walnut Hills Cemetery	770,000														770,000	I
	Public Works - Conser /Open Space Sub-Total	2,940,000	230,000	**235,000**		235,000		240,000		240,000		245,000		245,000		1,270,000	
	Public Works Total	78,287,177	14,779,822	**12,495,645**		8,888,685		6,739,605		5,713,605		6,927,605		8,931,605		13,810,605	
	RECREATION																
2	Aquatics Center Pool Filter Replacement	225,000	225,000														
2	Eliot Rec Restroom Renovation	50,000		**50,000**	**A**												
2	Eliot Rec Improvements	775,000														775,000	A
	Recreation Total	1,050,000	225,000	**50,000**		-		-		-		-		-		775,000	

TOWN OF BROOKLINE CAPITAL IMPROVEMENT PROGRAM: FY2020 - FY2025

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D = Golf Budget
E = Golf Bond
F = Utility Budget
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H = CDBG
I = Other
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CC		Total	Prior Year (FY19)	FY2020 Amount	RC	FY2021 Amount	RC	FY2022 Amount	RC	FY2023 Amount	RC	FY2024 Amount	RC	FY2025 Amount	RC	Future Years Amount	RC
	SCHOOL																
6	Furniture Upgrades	1,080,000	100,000	**110,000**	A	120,000	A	130,000	A	140,000	A	150,000	A	160,000	A	170,000	A
2	HVAC Equipment	1,250,000	150,000	**150,000**	A	300,000	A	200,000	A					50,000	A	400,000	A
2	Classroom Climate Control	225,000	225,000														
2	Underground tank removal	450,000				100,000	A	100,000	A			100,000	A	100,000	A	50,000	A
2	Town/School ADA Renovations	680,000	75,000	**80,000**	A	80,000	A	85,000	A	85,000	A	90,000	A	90,000	A	95,000	A
2	Town/School Elevator Renov. Program	700,000	300,000			100,000	A	100,000	A			100,000	A			100,000	A
2	Town/School Energy Conservation Projects	1,580,000	180,000	**185,000**	A	190,000	A	195,000	A	200,000	A	205,000	A	210,000	A	215,000	A
2	Town/School Energy Management System	1,145,000	125,000	**125,000**	A	125,000	A	130,000	A	130,000	A	130,000	A	130,000	A	250,000	A
2	Town/School Bldg Envelope/Fenestration Rep	8,000,000		**1,500,000**	B			750,000	B			1,500,000	B	1,850,000	B	2,400,000	A/B
3	Town/School Bldg Envelope/Fenestration Rep cash	850,000						850,000	A								
2	Town/School Roof Repair/Repl. Program	9,450,000				3,100,000	B			650,000	B			1,700,000	B	4,000,000	A/B
2	Public Building Fire Alarm upgrades	1,950,000	250,000			300,000	A	400,000	A	50,000	A	300,000	A	300,000	A	350,000	A
2	Town/School Bldg Security / Life Safety Sys	1,430,000	130,000	**260,000**	A	160,000	A	170,000	A	170,000	A	180,000	A	180,000	A	180,000	A
2	Town/School Compactor Replacements	200,000	100,000	**50,000**	A											50,000	A
2	School Rehab/Upgrade	1,061,000	230,000	**198,000**	A	115,000	A	120,000	A	36,000	A	92,000	A	135,000	A	135,000	A
2	High School Addition - Town Share (non-Debt Excl)	35,000,000	35,000,000														
2	High School Addition (Debt Excl)	151,800,000	151,800,000														
2	High School cash	2,400,000	2,400,000														
2	Driscoll School Schematic Design	1,500,000	1,500,000														
2	Driscoll School Construction	105,000,000		**105,000,000**	K												
2	Driscoll School Rehabilitation	4,000,000	4,000,000														
2	Baldwin School Schematic Design	1,500,000	1,500,000														
2	Baldwin School Construction	75,000,000		**75,000,000**	K												
2	Pierce School Feas. / Schematic	2,000,000		**2,000,000**	B												
2	Pierce School Construction	-				TBD	K										
2	Classroom Capacity	9,844,000	1,165,000	**1,450,000**	A	1,099,000	A	1,065,000	A	1,165,000	A	1,300,000	A	1,300,000	A	1,300,000	A
	School Total	418,095,000	199,230,000	**186,108,000**		5,789,000		4,295,000		2,626,000		4,147,000		6,205,000		9,695,000	

TOWN OF BROOKLINE CAPITAL IMPROVEMENT PROGRAM: FY2020 - FY2025

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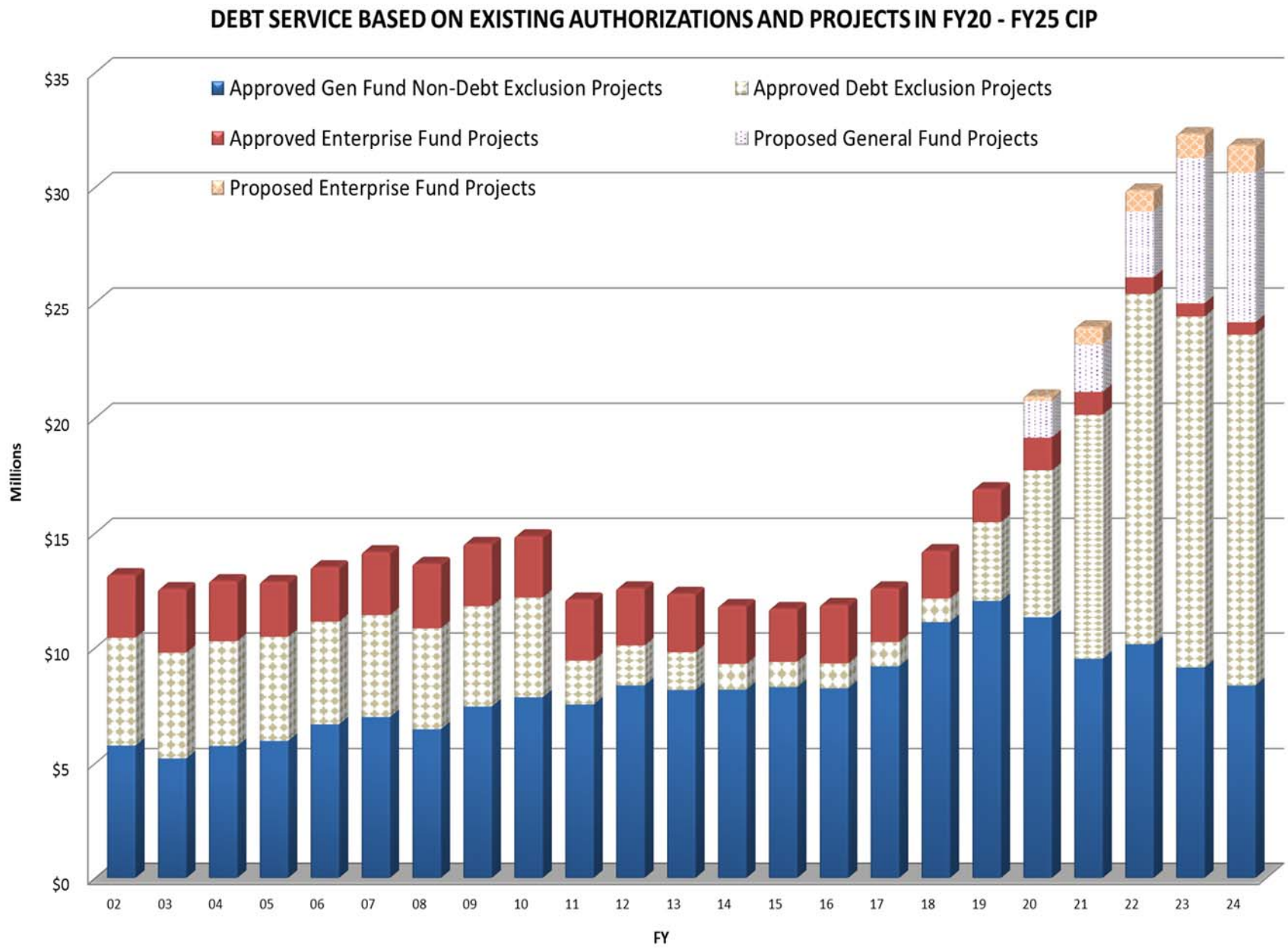
REVENUE CODES (RC):

A = Property Tax/Free Cash/Overlay Surplus
B = General Fund Bond
C = State / Federal Aid
D = Golf Budget
E = Golf Bond
F = Utility Budget
G = Utility Bond
H = CDBG
I = Other
J = Re-Appropriation of Funds
K = Debt Exclusion Override

CC		Total	Prior Year (FY19)	FY2020 Amount	RC	FY2021 Amount	RC	FY2022 Amount	RC	FY2023 Amount	RC	FY2024 Amount	RC	FY2025 Amount	RC	Future Years Amount	RC
	GRAND TOTAL	**555,554,177**	**223,771,822**	**200,258,645**		**16,792,685**		**12,499,605**		**10,034,605**		**12,174,605**		**15,831,605**		**64,190,605**	
	GRAND TOTAL BY SOURCE																
	A = Property Tax / Free Cash / Overlay Surplus	70,474,895	14,361,775	**9,878,040**	**59%**	8,112,080	65%	8,069,000	80%	5,959,000	49%	7,014,000	44%	7,621,000	A	9,460,000	A
	B = General Fund Bond	104,390,000	44,150,000	**3,500,000**	**21%**	6,450,000	52%	2,690,000	27%	2,615,000	21%	4,000,000	25%	7,050,000	11%	33,935,000	53%
	C = State / Federal Grants	28,334,282	8,275,047	**1,160,605**	**7%**	1,160,605	9%	1,160,605	12%	1,160,605	10%	1,160,605	7%	1,160,605	2%	13,095,605	20%
	D = Golf Budget	-	-	**-**	**0%**	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
	E = Golf Bond	-	-	**-**	**0%**	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
	F = Utility Budget	3,085,000	415,000	**720,000**	**4%**	1,070,000	9%	580,000	6%	300,000	2%	-	0%	-	0%	-	0%
	G = Utility Bond	5,000,000	3,000,000	**2,000,000**	**12%**	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
	H = CDBG	1,270,000	1,270,000	**-**	**0%**	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
	I = Other	10,700,000		**3,000,000**	**18%**	-	0%	-	0%	-	0%	-	0%	-	0%	7,700,000	12%
	J = Re-Approp. of Existing Funds	500,000	500,000	**-**	**0%**	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
	K = Debt Exclusion Override	331,800,000	151,800,000	**180,000,000**	**90%**	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
	Grand Total	**555,554,177**	**223,771,822**	**200,258,645**		**16,792,685**		**12,499,605**		**10,034,605**		**12,174,605**		**15,831,605**		**64,190,605**	
	GRAND TOTAL BY ALLOCATION																
	General Government	1,900,000	225,000	**55,000**	**0%**	545,000	3%	65,000	1%	70,000	1%	75,000	1%	455,000	3%	410,000	1%
	Planning and Community Development	8,577,000	8,577,000	**-**	**0%**	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
	Public Safety	8,995,000	585,000	**1,550,000**	**1%**	1,570,000	9%	1,400,000	11%	1,625,000	16%	1,025,000	8%	240,000	2%	1,000,000	2%
	Library	38,650,000	150,000	**-**	**0%**	-	0%	-	0%	-	0%	-	0%	-	0%	38,500,000	60%
	DPW - Transportation	2,948,337	469,217	**657,040**	**0%**	572,080	3%	250,000	2%	250,000	2%	250,000	2%	250,000	2%	250,000	0%
	Engineering/Highway	28,108,840	4,390,605	**4,163,605**	**2%**	3,086,605	18%	3,134,605	25%	3,193,605	32%	3,252,605	27%	3,311,605	21%	3,575,605	6%
	Water / Sewer	11,085,000	3,415,000	**5,720,000**	**3%**	1,070,000	6%	580,000	5%	300,000	3%	-	0%	-	0%	-	0%
	Parks & Playgrounds	33,205,000	6,275,000	**1,720,000**	**1%**	3,925,000	23%	2,535,000	20%	1,730,000	17%	3,180,000	26%	5,125,000	32%	8,715,000	14%
	Conservation/Open Space	2,940,000	230,000	**235,000**	**0%**	235,000	1%	240,000	2%	240,000	2%	245,000	2%	245,000	2%	1,270,000	2%
	Recreation	1,050,000	225,000	**50,000**	**0%**	-	0%	-	0%	-	0%	-	0%	-	0%	775,000	1%
	Public Schools	418,095,000	199,230,000	**186,108,000**	**93%**	5,789,000	34%	4,295,000	34%	2,626,000	26%	4,147,000	34%	6,205,000	39%	9,695,000	15%
	Grand Total	**555,554,177**	**223,771,822**	**200,258,645**		**16,792,685**		**12,499,605**		**10,034,605**		**12,174,605**		**15,831,605**		**64,190,605**	
	GRAND TOTAL BY CATEGORY																
1	New Facility Construction	-	-	**-**	**0%**	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
2	Facility Renovation / Repair	459,290,000	200,215,000	**187,508,000**	**94%**	6,474,000	39%	4,165,000	33%	2,486,000	25%	3,997,000	33%	6,045,000	38%	48,400,000	75%
3	Parks / Open Space / Playgrounds	35,745,000	6,505,000	**1,605,000**	**1%**	4,160,000	25%	2,775,000	22%	1,970,000	20%	3,425,000	28%	5,370,000	34%	9,935,000	15%
4	Infrastructure	48,789,177	16,501,822	**8,960,645**	**4%**	4,728,685	28%	3,964,605	32%	3,743,605	37%	3,502,605	29%	3,561,605	22%	3,825,605	6%
5	Vehicles	2,590,000	-	**-**	**0%**	-	0%	500,000	4%	725,000	7%	125,000	1%	240,000	2%	1,000,000	2%
6	Miscellaneous	9,140,000	550,000	**2,185,000**	**1%**	1,430,000	9%	1,095,000	9%	1,110,000	11%	1,125,000	9%	615,000	4%	1,030,000	2%
	Grand Total	**555,554,177**	**223,771,822**	**200,258,645**		**16,792,685**		**12,499,605**		**10,034,605**		**12,174,605**		**15,831,605**		**64,190,605**	
	6-Year Total	**267,591,750**															


DEBT SERVICE BASED ON EXISTING AUTHORIZATIONS AND PROJECTS IN FY20 - FY25 CIP
Approved Gen Fund Non-Debt Exclusion Projects
Approved Debt Exclusion Projects
Approved Enterprise Fund Projects
Proposed General Fund Projects
Proposed Enterprise Fund Projects
Millions
$35
$30
$25
$20
$15
$10
$5
$0
02
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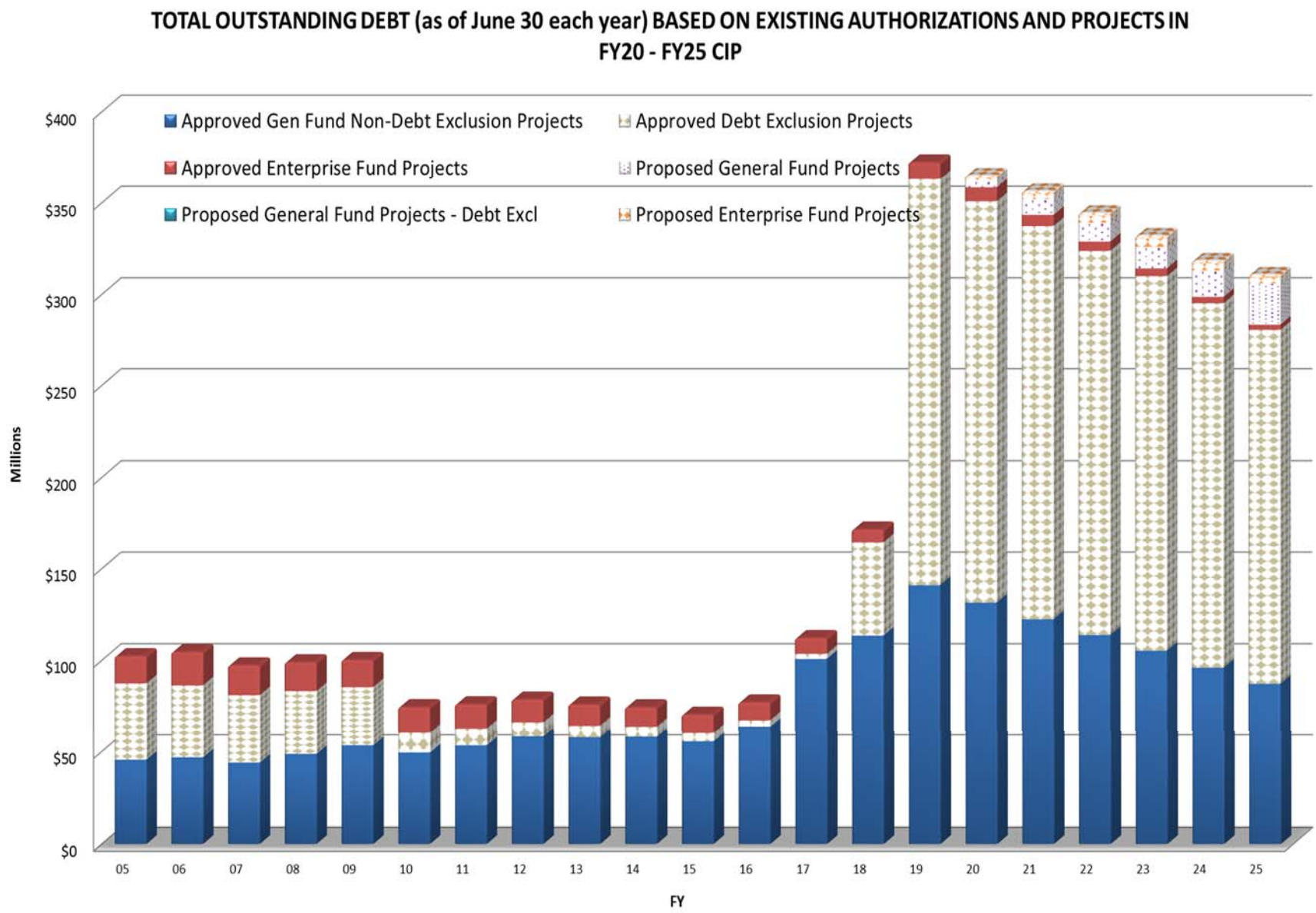
TOTAL OUTSTANDING DEBT (as of June 30 each year) BASED ON EXISTING AUTHORIZATIONS AND PROJECTS IN FY20 - FY25 CIP
Approved Gen Fund Non-Debt Exclusion Projects
Approved Debt Exclusion Projects
Approved Enterprise Fund Projects
Proposed General Fund Projects
Proposed General Fund Projects - Debt Excl
Proposed Enterprise Fund Projects
Millions
$400
$350
$300
$250
$200
$150
$100
$50
$0
05
06
07
08
09
10
11
12
13
14
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FY

FY 2020-2025 CIP PROJECT DESCRIPTIONS

NOTE: The figures included in this report are based on the best available cost estimates at the time of the development of the CIP and are subject to change due to revised estimates and bids.

GENERAL GOVERNMENT

1. GARAGES AT LARZ ANDERSON

The fuel tank located on site is not used anymore and should be removed, along with the gas pumps, in order to avoid a possible leak in the future.

Estimated Cost: $130,000

Time Schedule: FY 2021 -- $130,000 Property Tax / Free Cash

2. TOWN BUILDING FURNITURE

This item allows for the replacement of aging furniture at Town Hall and other non-school buildings.

Estimated Cost: $75,000

Time Schedule: Prior Year -- $50,000 Property Tax / Free Cash
Future Years -- $25,000 Property Tax / Free Cash

3. GARAGE FLOOR SEALANTS

Sealants are required for concrete suspended floors every 7 years. If the floor is not properly sealed to prevent corrosion of the concrete and rebar, the floor will deteriorate rapidly. This will lead to premature failure and costly involved repairs including new concrete and possibly structural repairs.

Those floors include:

Municipal Garage	Fire Station No 4
Main Library	Fire Station No 6
Fire Station No 1	Fire Station No 7

Estimated Cost: $550,000

Time Schedule:	FY 2021 -- $200,000	Property Tax / Free Cash
	FY 2025 -- $200,000	Property Tax / Free Cash
	Future Years -- $150,000	Property Tax / Free Cash

4. PUBLIC SAFETY HVAC MODIFICATIONS

The Public Safety Department continues to invest and expands its communications (E911/radios) and data information systems. There are two rooms at Public Safety that house this equipment. The spaces are sized adequately but the infrastructure needs to be expanded to meet the needs of the equipment loads. This would be for power and cooling. These spaces presently have HVAC systems, with back up capacity that is presently undersized and needs to be increased. In addition, the equipment has exceeded its useful life. Power is limited in these spaces and was originally sized for the equipment that was installed when the building was renovated many years ago. Also the layout of the equipment with new, different racks stifles air flow and cooling capabilities. A study was conducted that reviewed the MDF spaces at the High School, Town Hall and Public Safety buildings. This study recommended a number of improvements for these critical areas at Public Safety. As part of a 24/7 operation the equipment is extremely important and essential for the operation of the department and safety of the community. The support systems including e911 must be reliable and dependable. The request of $125,000 is broken out as follows: $12,000 for design services, $18,000 for electrical upgrades and modifications to the emergency generator circuits and $95,000 for the HVAC upgrades and modifications.

Estimated Cost: $125,000

Time Schedule:	Prior Year -- $125,000	Property Tax / Free Cash

5. TOWN REHAB/UPGRADES

This is an on-going town-wide program for the repair and upgrade of Town facilities in between major renovation projects. Items funded under this program include large scale painting programs, new flooring, ceilings, window treatments and toilet upgrades. This program avoids more expensive rehabilitation that would be necessary if these items were left to deteriorate.

Estimated Cost:	$540,000	
Time Schedule:	Prior Year -- $50,000	Property Tax / Free Cash
	FY 2020 -- $55,000	Property Tax / Free Cash
	FY 2021 -- $60,000	Property Tax / Free Cash
	FY 2022 -- $65,000	Property Tax / Free Cash
	FY 2023 -- $70,000	Property Tax / Free Cash
	FY 2024 -- $75,000	Property Tax / Free Cash
	FY 2025 -- $80,000	Property Tax / Free Cash
	Future Years -- $85,000	Property Tax / Free Cash

6. TECHNOLOGY APPLICATIONS

This annual appropriation is for funding the projects included in the Information Technology Department's Long-Term Strategic Plan, which serves as the framework for the selection and management of technology expenditures and is updated periodically by the Chief Information Officer (CIO). Moreover, additional projects that meet the short-term objectives set by the CIO and appropriate committees provide the guidance for the Town's approach to technology management. Primary focus areas for IT investments include Infrastructure lifecycle replacement, Enterprise Applications/Better Government initiatives, School Technology, and Public Safety enhancements. Special consideration is given to projects that reduce operating expenses and/or create efficiencies.

Estimated Cost:	$450,000	
Time Schedule:	FY 2021 -- $150,000	Property Tax / Free Cash
	FY 2025 -- $150,000	Property Tax / Free Cash
	Future Years -- $150,000	Property Tax / Free Cash

PLANNING & COMMUNITY DEVELOPMENT

7. GATEWAY EAST / VILLAGE SQUARE CIRCULATION IMPROVEMENTS

This significant public works project involves reconfiguration of the existing circulation system in Brookline Village at Washington Street, Route 9, Walnut Street, High Street, and Pearl Street. The existing jughandle, currently used to provide access to Washington Street from Route 9 eastbound, will be removed and replaced with a new four-way intersection at Pearl Street. Signals will be relocated and upgraded and a new ADA-compliant surface-level pedestrian crosswalk with walk signal will cross Route 9 just west of Pearl Street as part of a new four-way intersection, replacing the demolished pedestrian bridge that had once provided a protected crossing on Route 9. In addition, the project will include enhanced bicycle accommodation via protected bicycle lanes, and lighting and landscaping improvements. The project will improve the overall safety and aesthetics of this portion of Route 9 and Brookline Village.

Estimated Cost: $8,377,000

Time Schedule: Prior Year --$8,377,000 Federal Grant (via State TIP)/CDBG/Parking Meter Fund

8. ZONING BY-LAW REORGANIZATION

The Town of Brookline Zoning By-Law was first adopted by Annual Town Meeting in May 1962. Since its adoption, the Zoning By-Law has been amended more than 70 times. These amendments were recommended to address various concerns within the Town for residential and commercial land use and development. In addition, there have been a number of amendments adopted to promote redevelopment in specific areas in Town.

The proposed revisions to the Zoning By-Law over the years were recommended to resolve neighborhood issues regarding setbacks, density or other concerns. There have also been many revisions to promote good development and redevelopment within a specific zoning district in Town. The Zoning By-Law, in its current version, is the culmination of numerous amendments reacting to onetime events or concerns resulting in a reactionary document. This approach has been done for years without examining the impact of other provisions of the by-law creating unintended consequences including inherent inconsistencies. The current version of the by-law is not user friendly, difficult for the public to comprehend, difficult for the Town to interpret and enforce, and creates a strain on economic development in the areas where economic development should be considered. The end result would be a document that is clearer, more understandable, and easier for the public to follow and use.

This funding would be used to engage the services of a consultant, or consultants for the purpose of the performing a comprehensive review of the Zoning By-Law. The Zoning By-Law will be reviewed/rewritten to identify and then correct contradictions and inconsistencies that inadvertently resulted from the adoption of such amendments and otherwise; to address specific issues that have come before the Planning

Board and Zoning Board of Appeals; to account for changed circumstances in land use patterns and other conditions in the Town; to recognize recent judicial decisions and statutory amendments; and to clarify language and improve organization.

A consistent and well-written Zoning By-Law will provide a solid foundation for regulatory decisions and a clearer set of rules for applicants, Town staff, and regulatory agencies. It will also provide consistency with the laws of the Commonwealth of Massachusetts. The product of their work is anticipated to provide a better land use guide that reflects the policies and procedures of the Town and the Commonwealth.

Estimated Cost: $200,000

Time Schedule: Prior Year-- $200,000 Property Tax / Free Cash

PUBLIC SAFETY

9. FIRE APPARATUS REHAB

The Town's policy is to replace front-line fire engines every 17 years and front-line ladder trucks every 20 years. While this replacement schedule serves the Town very well, funding needs to be appropriated every 10 years to rehab engines and every 12 years to rehab ladder trucks. The breakout of the proposed funding is as follows:

Quint #4 = $500,000 (FY22) Rescue #1 = $125,000 (FY24)

Engine #3 = $240,000 (FY25)

Quint 4 was purchased in 2010. In keeping with the Town's policy of refurbishing fire engines at 10 years the quint is scheduled to be refurbished in 2020. While the Quint has an aerial ladder on it, we typically operate it as an engine company and therefor fall under the 10 year guideline. However, the refurbishment costs will be higher than a traditional fire engine due to its dual design. The department has requested deferral of this piece until the Chief has concluded a long-range strategic plan, which will help the department ascertain the long-term viability of this non-traditional apparatus for the Town of Brookline. Department mechanics have determined that a 1-2 year deferral of this rehabilitation will not significantly increase any future cost for maintenance.

Estimated Cost: $1,865,000

Time Schedule: FY 2022 -- $500,000 Property Tax / Free Cash
FY 2024 -- $125,000 Property Tax / Free Cash
FY 2025 -- $240,000 Property Tax / Free Cash

Future Years -- $1,000,000 Property Tax / Free Cash / General Fund Bond

10. ENGINE #1 REPLACEMENT

Using the Town's replacement schedule, Engine No. 1 will be due for replacement in FY 2023. Considering the Town just bought a pump for $625,000 (Engine 6) and using the 3% inflation estimate per year, the projected cost is estimated at $725,000

Estimated Cost: $725,000

Time Schedule: FY2023 -- $725,000 General Fund Bond

11. CAD SYSTEM UPGRADE

The Police Department is looking to update our (Larimore) Public Safety programs, to the new programming language in C# (C-Sharp Programming Language). The Town's current CAD (Computer Aided Dispatch) system has been dispatching Police/Fire/EMS calls for over 10 years.

The new system will have the ability and functionality to support multi-jurisdictional multi-agency dispatching for Police, Fire, and EMS. This flexible system will allow dispatchers to be assigned geographical areas, individual agencies, or both. Unit recommendations based on call location via unit's AVL (Automated Vehicle Locators), and the ability to dispatch resources to any location by premise name. Premise information will have previous call history, hazardous material information, SOP's (Standard Operating Procedures) and patrol file information; all will be available by location as the call is being managed.

The system will have a CAD alert feature allowing time sensitive information to be entered as an alert, stored as a call transaction, and given to dispatchers as a visual notification of crucial information. The system will have Embedded Map on the dispatch and call taking screen, which allows dispatchers to assign units directly from the mapping component, as well as the call list. The new CAD system will have built-in interfaces for mapping, E-911, mobile data and tablet based systems, State NCIC, D-CJIS , and external digitizer fire alarm systems. The CAD system will interface with the Records Management and Scheduling System .The system will have the ability to interface into the department's camera network(s) by a direct address link to a camera, if a camera is in the location of a E-911 call the camera will PTZ (Pan-Tilt-Zoom) into the area of the call, giving the dispatcher the ability to view that camera.

The upgraded CAD system will be fully compatible with Phase 2 wireless E-911 providers. The system will have a certified interface to Pro/QA Medical application and will be set up for Next Generation 911 which is an IP based system that allows and captures digital information, such as, voice, photos, videos and text messaging from the 911 network to the CAD system.

The State has stated Brookline can expect to cut over on the Next Gen 911 System, sometime this upcoming spring (2017), which makes the upgraded CAD system a top priority in order to accept the new Next Gen 911 standards and data flow. Within the next 3 to 6 months Brookline will be receiving wireless 911 calls to our dispatch center, currently these wireless calls are routed to the Mass State Police, with Brookline accepting these calls directly, the CAD system needs to be upgraded to accept the new wireless information, such as latitude, longitude and height to pinpoint the exact location of the call. It is imperative that we have a upgraded CAD system in place, to be able to interface to the new State wireless 911 calls and most importantly for the Next Generation 911 system.

Other applications that have to be upgraded (re-written) to the new C# environment are:

Scheduling System \ Training System \ Records Management System \ Intelligence System \ Detective Case Management \ Arrest-Booking System \National Incident Based Reporting Systems (NIBRS) \ False Burglar Alarm Tracking and Billing System \ Detail Assignment and Billing System \ Total Overtime tracking System \ Evidence Tracking System \ Field Interview System \ Situation Tracking and Analysis System \ Parking Ticket System and RMV Data Exchange Systems \ Towed Vehicle System \Internal Affairs System \ Liquor Law and Lodging House Tracking System \ Department Property Tracking System, Vehicle Inspection-Equipment System, and Hackney System . Over the last few years we have updated the foundation of the operating system to C# (C-Sharp) and new applications such as Traffic Case Management System and Crisis Intervention System have been written in the C# environment.

The new Larimore System also has developed Apps for smart phones and tablets, both for IOS and Android operating systems. These modules will connect to the CAD system and the Records Management system and will be part of the new installation. The Total cost is estimated at $485,000.00. Because of the need to upgrade the CAD portion during this fiscal year, funds in the amount of approximately $65,000.00 have been appropriated and the upgrade of the CAD will proceed during the current fiscal year. Therefore, we are seeking funding in the amount of $420,000.00 to complete the entire project.

Estimated Cost: $200,000

Time Schedule: Prior Year -- $200,000 Property Tax / Free Cash

12. FIRE STATION RENOVATIONS

A study was made of the conditions of the fire stations and what was needed to maintain the integrity of the floors and building in regard to the newer, larger fire equipment. The work outlined in the report includes flooring, shoring, beams, columns, and structural work. The report also includes recommendations for the HVAC systems, generators, lighting, life safety, and mechanical, electrical, plumbing (MEP), along with other peripheral systems.

The report broke the work into three categories: (1) structural, (2) life safety systems, and (3) MEP. The recommended approach was to fund all required structural work in the first year ($625,000 was approved in FY12), then fund life safety systems by stations as prioritized by the Fire Chief (FY13 – FY15), and then undertake the MEP work (starting in FY17). Given the work planned for Station 6 the funding schedule for Station 6 MEP work was moved from FY2021 to FY2017 in order to allow efficiencies with bids and project schedules. Additional structural work needed at this site is also included.

In addition, the Fire Chief has requested additional funding for industrial cleaning and reconfiguration of spaces to mitigate potential hazards in the stations. The project would include industrial cleaning of all non-porous surfaces and all duct work, painting of all walls and ceilings (hard surfaces), replacement of all acoustic/porous ceiling tiles, replacement of all window treatments, replacement of all (soft) furniture in living areas , replacement of all beds and mattresses and the replacement of any fabric partitions. The Town and Fire Department are committed to implementing all reasonable actions necessary to reduce and/or mitigate those exposures within our span of control.

This type of project has been implemented in Boston, and requires further study to develop a plan that takes into consideration the limitations of our current station configurations. The Town will spend FY2019 funds to conduct a study, which will provide MEP/FP systems, Architectural, Cost Estimating, Code Consulting and HAZMAT guidelines for the Fire Department. The CIP will need to be adjusted after the Town gets the results from the study.

The CIP as presented includes estimates for work at each for HVAC and lighting/communication system improvements as follows:

Sta 4 (Rt. 9/Reservoir Rd)	$50,000(FY20)
Sta 1 (Brookline Village)	$550,000 (FY20)
Sta 7 (Washington Sq)	$670,000 (FY21)
TOTAL	$1,270,000

Estimated Cost: $1,655,000

Time Schedule:	Prior Year -- $385,000	Property Tax / Free Cash
	FY 2020 -- $600,000	Property Tax / Free Cash
	FY 2021 -- $670,000	Property Tax / Free Cash

13. RADIO INFRASTRUCTURE

The upgrading of the radio infrastructure for the police and fire radio channels will need to be addressed, including the radio copper circuits connections as they will no longer be supported by Verizon. Police channel 1, and Fire channel 1 have not been upgraded for the last 20 to 25 years, Police channel 2 was built out about 13 years ago. According to the Federal Communications Commission (FCC) the typical life of radio equipment is 7 to 10 years; in reality radio systems are good for 12 to 15 years. Either way, we are overdue for infrastructure upgrade to our radio systems. Currently, the majority of our radio infrastructure, is considered by Motorola to be," end of life "and "end of service," since parts do not readily exist for this equipment.

We have not been able to do any upgrades or improvements on the core equipment since the FCC has a freeze on T- Band radio frequencies, which Brookline Police and Fire operate on. The T-Band frequencies operate in the 470-512 MHz band. The thought was the FCC was going to auction off the T-Band frequencies to private carriers, then replace and pay for the radio systems that operated in the T-Band spectrum. This has not happened, and the FCC has found that no wireless carrier is interested in bidding on this spectrum. Congress will have to rule within the next year to eliminate the auction of T- Band, so public safety agencies can move forward with their systems.

The project will consist of replacing Police channels 1 and 2, Fire channel 1 along with the subscriber radios (Portable and Mobile radios) for both departments.

Working with Motorola the estimated cost to build out these 3 radio channels infrastructure along with the subscriber costs is $3,944,577.30

The break down provided by Motorola is:

Police = $1,690,437.45 (Police Infrastructure- 2 radio channels = $672,225.75 Police Subscribers = $1,018,211.70)

Fire = $937,953.25 (Fire Infrastructure = $388,486.35 Fire Subscribers = $549,466.90)

Shared Costs Total = $1,316,166.60

The Town plans to lease-finance the cost of this project over a 5-year period with an estimated lease payment of $900,000 per year.

Estimated Cost: $4,500,000

Time Schedule:	FY 2020 -- $900,000	Property Tax / Free Cash
	FY 2021 -- $900,000	Property Tax / Free Cash

FY 2022 -- $900,000 Property Tax / Free Cash
FY 2023 -- $900,000 Property Tax / Free Cash
FY 2024 -- $900,000 Property Tax / Free Cash

14. REFURBISH DRAFTING PIT

The Town of Brookline recently achieved an ISO Class 1 rating which directly effects the insurance rates of all property owners. Part of the process of achieving and maintaining this classification rests on the town's ability to meet certain benchmarks with regard to water supply.

One important aspect of this standard is our ability to maintain our compliment of fire engine's at their peak capacity. Each year, the department is required to perform "pump testing" on our engines. To accomplish this the engine must "draft" water from a static source, and be able to maintain the internal pump pressure necessary to pump at maximum capacity.

Our decades old drafting pit located at Station 6 (Hammond St) used to perform this vital pump testing in the past is currently out of service, and in desperate need of refurbishment. The refurbishment process would entail, removing the stagnant water that is currently in place, pressure cleaning the interior surfaces in order to apply an epoxy waterproofing to the walls and floor; and installation of a new pipe to replace the broken/leaking pipe that is rendering the equipment unusable.

Estimated Cost: $50,000

Time Schedule:

FY 2020 -- $50,000 Property Tax / Free Cash

LIBRARY

15. PUTTERHAM LIBRARY BATHROOM RENOVATIONS

With the exception of one recently installed ADA compliant bathroom, all 5 bathrooms at the Putterham library are original to the construction of the building in 1961. They are cramped, unattractive, frequent victims of plumbing problems, and are non-compliant with ADA laws.

Replacement of the two bathrooms outside the program room with one ADA accessible, unisex bathroom, replacement of the two bathrooms at the front of the library near the circulation desk with one ADA accessible, unisex bathroom, and replacement of the staff bathroom in the basement with an ADA accessible, unisex bathroom ($150,000).

Estimated Cost: $150,000

Time Schedule: Prior Year -- $150,000 Property Tax / Free Cash

16. RENOVATION OF THE MAIN LIBRARY

In 1999 the Trustees, the Massachusetts Board of Library Commissioners (MBLC), and the Town of Brookline worked together to undertake a large-scale renovation of the Main Library at 361 Washington St. The renovation took 4 years, and enhanced the already beautiful facility. The library has been vigorously and consistently used since then, and has held up very well.

What could not, perhaps, have been anticipated in 1999 was the explosive change in information delivery methods. The internet itself, social media, online shopping, and online researching were in their infancy. Many people still didn't have home computers, and smart phones had not yet been invented. Libraries were providing some terminals for patrons to access the internet, but the lion's share of the computing that was happening in libraries involved typing letters and papers. In fact, futurists say that libraries will change exponentially faster in the next 20 years than they have in the last 20 years.

As the internet culture has evolved, so have the needs of library patrons. Room reservations are up, people are looking for free study space, group meeting space, and teleconferencing space. Almost everyone who comes to our libraries has a gadget in hand and eventually needs a place to charge it.

When this library was renovated, 20 years ago now, libraries were still quite book centric. While books are still our brand (and our driver, statistically), print circulation is flat. The increases we see across circulation are almost entirely digital with streaming services like Kanopy,

Hoopla, Libby, Lynda.com providing educational and entertainment content. This might suggest that we are seeing less patrons come through our doors, but in fact, it is the opposite. Statistics show that more people are coming to the library, attending more programs, using more internet sessions, taking advantage of classes taught by librarians, and conducting meetings, tutoring, and study groups than ever before. We have made some very low cost adjustments to try to create more workspace and study space in the library by rearranging collections, expanding youth services areas, and creating quiet zones. We have amended policies to be friendlier to the devices patrons rely on daily such as cell phones, and services like Skype.

However, none of this is going to serve to meet the needs of future library patrons. We need to add a number of features that library patrons come to expect, including, but not limited to:

- Small meeting/study rooms
- Conference rooms
- Teleconferencing facilities
- Better electrical access
- Better data access
- Wireless charging
- Flexible spaces
- Craft/Play spaces
- Makerspace
- Gender Neutral restrooms
- Kitchen for instruction
- Updating AV technology for presentations and programming

Back of the house needs loom large as well:

- Climate controlled preservation vault
- Meeting space for staff committee/department meetings
- Additional offices
- Move Rare Books Room away from HVAC system
- Storage (pianos, chairs, craft/art/program supplies, office supplies, custodial supplies/machines, storage for extra shelving/furniture

And finally, there are some dreams that we would love to consider:

- Rooftop greenspace, story time area
- Digital exhibit hall
- Expanded café space with noise control
- Digital wayfinding technology (smart building tech)

The current facility is 67,300 sq. feet. With an additional 10,000 sq. feet added to accommodate the needs of the public, the estimated cost of the renovation would be $38,500,000.

Funding could be provided from three primary channels:

MBLC: estimated =$12,100,000

Town: estimated = $19,800,000

Private: estimated = $6,600,000

The Town would assume roughly 51% of the cost of the project, with the remainder potentially funded by the MBLC and private donors.

Estimated Cost: $38,500,000

Time Schedule: Future Years -- $38,500,000 General Fund Bond/State Grant/Other

TRANSPORTATION

17. TRAFFIC CALMING / SAFETY IMPROVEMENTS

Woodland Road Traffic Calming Project:

The project is the result of a Traffic Calming Request from neighborhood residents seeking to reduce the safety concerns on Woodland Road caused by large volumes of cut-through traffic bypassing the Route 9 corridor. The project will include intersection realignment on Woodland Road at the intersection with Laurel Road, intersection realignment on Woodland Road at the intersection with Heath Street (Pine Manor side), new crosswalk with Rectangular Rapid Flash Beacon on Heath Street at Woodland Road, 3 raised speed humps on Woodland Road (Pine Manor side), a 20 mph Safety Speed Zone on the Beaver Country Day side, and other elements approved by the Transportation Board. Additional roadway elements, including continuous sidewalks along one side to meet the requirements for ADA were approved and will be constructed at a later date as part of the Town's pavement management program. Total cost requested for the traffic calming portions of this project are $265,000.

Estimated Cost: $650,000

Time Schedule:	Prior Year -- $85,000	Property Tax / Free Cash
	FY 2020 -- $265,000	Property Tax / Free Cash
	FY 2021 -- $50,000	Property Tax / Free Cash
	FY 2022 -- $50,000	Property Tax / Free Cash

FY 2023 -- $50,000	Property Tax / Free Cash
FY 2024 -- $50,000	Property Tax / Free Cash
FY 2025 -- $50,000	Property Tax / Free Cash
Future Years -- $50,000	Property Tax / Free Cash

18. BICYCLE ACCESS IMPROVEMENTS

Ivy Street (St. Mary's Street to Carlton Street) Contra-flow Bicycle Lane Project:
The project will extend the existing contra-flow bicycle lane on Ivy Street to include the street segment between St. Mary's Street and Carlton Street. This extension will provide a safe link allowing a cyclist to travel legally from St. Mary's Street to Carlton Street and make a network connection to the existing north/south bicycle accommodations which run between the BU Bridge via Ivy Street and Essex Street and the Longwood Medical Area via Chapel Street. Contra-flow bicycle lanes are bicycle lanes designed to allow bicyclists to ride in the opposite direction of motor vehicle traffic. They convert a one-way traffic street into a two-way street: one direction for motor vehicles and bikes, and the other for bikes only. The proposed design includes industry best standards using a buffered yellow lane line marking between the motor vehicle and the contra-flow bicycle. The Town of Brookline has had several contra-flow bicycle lanes, including on the portion of Ivy Street from Essex Street to Carlton Street, installed for many years without any reported incidents of accidents which mirror's the experience of Cambridge and other municipalities throughout the United States.

St. Mary's Street (Mountfort Street to Beacon Street) Shared Lane Markings Project:
The project will provide shared lane markings (commonly known as 'sharrows') in both directions on St. Mary's Street between Mountfort Street and Carlton Street. These markings will provide a regional network connection between the Commonwealth Avenue bike network in the City of Boston and the Beacon Street bike lanes in Brookline as well as, when combined with the Ivy Street Contra-flow Bicycle Lane project, to the Carlton Street route to the Longwood Medical Area. While 'Sharrows' are a lesser form of bicycle accommodation, according to the National Association of City Transportation Officials (NACTO) Bike Design Guide sharrows on narrow roadways such as St. Mary's Street (27 feet curb to curb) are used to raise driver awareness of the need to share the road with cyclists, inform the cyclist on the proper location to ride to avoid right side hazards, especially parked motor vehicle doors, and provide guidance on network connections which are all goals of this project.

Naples Road Project:
This is for the shared lane marking portion of the Naples Road Improvement Project as part of the Babcock Street 2 street Complete Street Plan approved by the Transportation Board and Select Board. The remainder of the project, including intersection realignments, new crosswalks, ADA compliant wheel chair ramps, and miscellaneous signs and markings will be covered under Chapter 90 funds.

Total cost requested for all three Bicycle Access Improvement projects is $31,000.

Estimated Cost: $207,775

Time Schedule:	Prior Year -- $176,775	Property Tax / Free Cash
	FY2020 -- $31,000	Property Tax / Free Cash

19. PARKING METER TECHNOLOGY UPGRADE

As parking meter rates increase and less people carry coins users of our parking meter system have continuously requested that the Town implement new parking meter technologies to offer alternative forms of payment. In 2013, the Town of Brookline upgraded our metered public parking supply to provide improved customer convenience, ensure a regular turnover of spaces in our high demand areas, and improve municipal maintenance and collection operations. This deployment included the installation of Digital Luke multi-space parking meters in public parking lots and over 500 IPS single space credit card acceptance parking meters on-street in our high use districts along portions of Beacon Street, Harvard Street, Kent Street, and Brookline Avenue. Use of these single space parking meters have been widely accepted and supported by general users, merchants, and others. As parking meter rates increase and less people carry coins, the Brookline Chamber of Commerce and other business and civic leaders have requested that the Town replace the remaining 1,320 POM coin only single head parking meter mechanisms with IPS credit card accepting parking meters over a 5 year period. The per unit price of $610 per mechanism includes meter mechanism, installation and commissioning, and extended 12 month warranty.

Estimated Cost: $483,120

Time Schedule:	FY 2020 -- $161,040	Property Tax / Free Cash
	FY 2021 -- $322,080	Property Tax / Free Cash

20. TRANSPORTATION NETWORK COMPANY FUNDS

The Town received $207,442 in funds in FY19 from the State assessment on transportation network companies (TNCs), such as Uber and Lyft. One half of the $0.20 per ride assessment was distributed to the Town and can be appropriated "to address the impact of transportation network services on municipal roads, bridges and other transportation infrastructure or any other public purpose substantially related to the operation of transportation network services in the city or town including, but not limited to, the complete streets program established in [G.L. c. 90I, § 1] and other programs that support alternative modes of transportation." St. 2016, c. 187, § 8(c)(i).

As requested during the November 2018 Special Meeting process the Transportation Division staff will prepare projects and receive Transportation Board approval in advance of the anticipated July 2019 announcement of the amount of funds that the Town will receive. While the projects will likely be taken from the Complete Streets Prioritization Plan, the public process will allow for other uses to be explored and considered provided they meet the requirement for appropriation established by MGL. The expectation is that we will approve projects totaling $200,000 (the July 2018 award amount) and have alternative projects ready if the funding level increases.

Because of the timing of the announcement and availability of funds for the municipality by the state, the budget item will require appropriation annually as part of the November Special Town Meeting.

Estimated Cost: $1,607,442

Time Schedule:

Prior Year -- $207,442	State Grant
FY 2020 -- $200,000	State Grant
FY 2021 -- $200,000	State Grant
FY 2022 -- $200,000	State Grant
FY 2023 -- $200,000	State Grant
FY 2024 -- $200,000	State Grant
FY 2025 -- $200,000	State Grant
Future Years -- $200,000	State Grant

ENGINEERING/HIGHWAY

21. STREET REHABILITATION - TOWN

In 1992, the Department of Public Works (DPW) undertook a comprehensive study of its roads and implemented a pavement management system. The system was designed to bring Town-owned streets to a sufficient level of repair such that the roads could be maintained without undertaking costly full reconstruction. From 1992 to 1997, the Town made some progress in this regard, but funding was inconsistent. Starting in 1997, the Town began allocating $1 million per year to streets, in addition to Chapter 90 funding from the State.

Based on the recommendations of the 2007/2008 Override Study Committee (OSC), the 2008 Override approved by the voters included $750,000 for streets and sidewalks, to be increased annually by 2.5%. In FY19, the appropriation is recommended at $1.71 million (the original $1 million base plus the $300,000 added in FY09 increased annually by 2.5%).

Estimated Cost: $16,300,000

Time Schedule:

Prior Year -- $3,110,000	Property Tax / Free Cash
FY 2020 -- $1,750,000	Property Tax / Free Cash

FY 2021 -- $1,790,000	Property Tax / Free Cash
FY 2022 -- $1,830,000	Property Tax / Free Cash
FY 2023 -- $1,880,000	Property Tax / Free Cash
FY 2024 -- $1,930,000	Property Tax / Free Cash
FY 2025 -- $1,980,000	Property Tax / Free Cash
Future Years -- $2,030,000	Property Tax / Free Cash

22. STREET REHABILITATION - STATE

The State provides monies under its Chapter 90 program for improvements to certain streets. About 1/3 of Brookline's streets are eligible for 100% State reimbursement. This money supplements the funding appropriated from Town funds for street rehabilitation. An annual $300 million statewide Chapter 90 program is assumed.

Estimated Cost: $7,684,840

Time Schedule:	Prior Year -- $960,605	State Grant
	FY 2019 -- $960,605	State Grant
	FY 2020 -- $960,605	State Grant
	FY 2021 -- $960,605	State Grant
	FY 2022 -- $960,605	State Grant
	FY 2023 -- $960,605	State Grant
	FY 2024 -- $960,605	State Grant
	Future Years -- $960,605	State Grant

23. SIDEWALK REPAIR

The Department of Public Works developed a sidewalk management program. Some sidewalks are reconstructed as part of the street reconstruction program; those that are not are funded under this program. Based on the recommendations of the 2007/2008 Override Study Committee (OSC), the 2008 Override approved by the voters included $750,000 for streets and sidewalks, to be increased annually by 2.5%. Of the FY09 override amount, $50,000 was appropriated for sidewalks. In FY19, the appropriation is recommended at $320,000 (the original $200,000 base plus the $50,000 added in FY09 increased annually by 2.5%).

Estimated Cost: $2,794,000

Time Schedule:	Prior Year -- $320,000	Property Tax / Free Cash

FY 2020 -- $328,000	Property Tax / Free Cash
FY 2021 -- $336,000	Property Tax / Free Cash
FY 2022 -- $344,000	Property Tax / Free Cash
FY 2023-- $353,000	Property Tax / Free Cash
FY 2024 -- $362,000	Property Tax / Free Cash
FY2025 -- $371,000	Property Tax / Free Cash
Future Years -- $380,000	Property Tax / Free Cash

24. PARKING LOT REHABILITATION

Since its construction in 1965, the Centre Street parking lot has not had any substantial maintenance work done. Repairs have been more reactive and of the "band-aid" type and significant renovations in terms of curbing, pavement, and associated improvements are necessary. There is a great opportunity for the Town to identify and then integrate other needs confronting Coolidge Corner into planning for the parking lot, thereby promoting an efficient use of the publicly owned parcel. The $205,000 shown in Future Years is the estimate for the more traditional repaving and resetting of curbing.

Estimated Cost: $205,000

Time Schedule: Future Years -- $205,000 Property Tax / Free Cash

25. FIRE ALARM CALL BOX SYSTEM

The Department of Public Works operates and maintains the Town's Fire Alarm Call Box System that consists of 297 street call boxes along the public way, 203 master station call boxes within buildings of which 42 are publicly owned, and a network of underground conduit and cable and overhead cable providing both power to the boxes and communication to central dispatch at the Public Safety Building. The system provides notification to Dispatch for deployment of fire resources and emergency medical response. The DPW's ability to maintain this aging system has been hampered by inaccurate mapping of conduit and cable locations as well as out-of-date equipment. In 2015, the DPW and the Fire Department engaged the services of Environmental Partners Group, Inc. to update the entire system inventory, perform a condition study and recommend options for the upgrade or replacement of the system. Information gathered from central dispatch has also revealed that only 239 pulls were recorded over a 10 year period from 130 street boxes and 167 street boxes had no activity over the same 10 year period. The following options were provided by EPG to upgrade or replace the system:

1. Repair the existing hard-wired system ($3,800,000)

2. Replace 162 of the 297 street boxes and all 42 public master boxes with solar powered wireless boxes and abandon the hard-wired network ($2,380,000)

3. Replace all 297 street boxes and all 42 public master boxes with solar powered wireless boxes and abandon the hard-wired network ($4,100,000)

Revised Recommendation:

Since the completion of the study, the Fire Department has conducted a further review of the system needs and has concluded that only 80 street boxes are required to provide town-wide coverage. As a result, the DPW has recalculated the project recommendation as follows:

- Replace 42 Master Boxes with wireless boxes ($295,000)
- Replace 80 Street Boxes with solar powered wireless boxes ($765,000)
- TRX Legacy dispatch system upgrade ($65,000)

Estimated Cost: $1,125,000

Time Schedule: FY 2020 --- $1,125,000 Property Tax / Free Cash

WATER/SEWER

26. SINGLETREE HILL TANK IMPROVEMENTS

The Singletree Hill water storage tank provides the water distribution system with storage and operating reserves. Scheduled maintenance requires that the interior and exterior of the tank be reconditioned every 10 to 15 years. The interior was completely renovated in 2008 while the exterior was last completed in 2003. These funds will provide for the complete restoration of the interior surface in FY20.

Estimated Cost: $490,000

Time Schedule: FY 2021 -- $490,000 Water & Sewer Enterprise Fund Budget

27. STORMWATER IMPROVEMENTS & PERMIT COMPLIANCE

The EPA's Stormwater Phase II Rule establishes an MS4 stormwater management program that is intended to improve the Town's waterways by reducing the quantity of pollutants that stormwater picks up and carries into storm sewer systems during storm events. This project includes consulting services required for compliance with EPA's Phase II MS4 Permit and installation of structural lining in existing drain crossings along the MBTA C Line and D Line.

Estimated Cost: $900,000

Time Schedule:	FY 2020 -- $300,000	Water & Sewer Enterprise Fund Budget
	FY 2021 -- $300,000	Water & Sewer Enterprise Fund Budget
	FY 2022 -- $300,000	Water & Sewer Enterprise Fund Budget

28. WATER SYSTEM IMPROVEMENTS

Design and construction of proposed water system improvements.

Estimated Cost: $2,000,000

Time Schedule:	FY 2020 -- $2,000,000	Water & Sewer Enterprise Fund Bond

29. WATER METER MOBILE TRANSMISSION UNIT (MTU) REPLACEMENT

The Town's water meters and infrastructure were installed in 2006. The batteries of the MTU's (mobile transmission units), which transfer meter consumption to the collectors for billing are nearing the end of their useful life. This program will propose to replace all 10,000+/- MYU's over a four year period.

Estimated Cost: $1,090,000

Time Schedule:	Prior Year -- $265,000	Water & Sewer Enterprise Fund Budget
	FY 2020 -- $265,000	Water & Sewer Enterprise Fund Budget
	FY 2021 -- $280,000	Water & Sewer Enterprise Fund Budget
	FY 2022 -- $280,000	Water & Sewer Enterprise Fund Budget

30. WASTEWATER SYSTEM IMPROVEMENTS

This on-going project provides funding for the rehabilitation of the wastewater collection system (sanitary sewer). Rehabilitation was based on the recommendations of the Wastewater Master Plan completed in 1999. Previously construction projects to correct sewer system deficiencies targeted: 1) structural improvements, 2) sewer and storm drain separation and 3) hydraulic capacity restoration. Moving forward the primary focus will be on the removal of inflow and infiltration sources with the overall goals of eliminating sewerage backups into homes and businesses and lowering MWRA wholesale costs by reducing extraneous flows. Funding for this project should ultimately enhance the efficiency of the wastewater collection system and help to lower MWRA wholesale costs.

Estimated Cost: $3,000,000

Time Schedule:	Prior Year -- $3,000,000	Water & Sewer Enterprise Fund Bond
	FY 2020 -- $3,000,000	Water & Sewer Enterprise Fund Bond

31. 44 NETHERLANDS ROAD - IMPROVEMENTS

Project includes replacement of crushed floor drain system and concrete floor.

Estimated Cost: $605,000

Time Schedule:	Prior Year -- $150,000	Water & Sewer Enterprise Fund Budget
	FY2020 -- $455,000	Water & Sewer Enterprise Fund Budget

PARKS/PLAYGROUNDS

32. AMORY TENNIS COURTS, PARKING AND HALLS POND RENOVATION

This item includes the reconstruction of the drainage, subgrade, irrigation and clay tennis courts and associated infrastructure at Amory Park. It also allows for improvement to drainage and reconstruction of the parking lot and entrance to the park, picnic areas and includes rehabilitation of the existing boardwalk structure and pathways at the Halls Pond Conservation Sanctuary. The current board walk structure was installed in 2002 as a component of the overall restoration of the entire Conservation Sanctuary. Heavy use of the area is

causing the decking and railings of the boardwalk to degrade, and the frequency of repairs is increasing. This project will remove the existing decking and railings, leave the piers and substructure in place, and install new pressure treated decking and handrails to ensure visitors will have a safe, and accessible, boardwalk system. This project will impact approximately 600 linear feet of boardwalk with a low bump rail, 140 linear feet with full handrails on both sides, and two overlook platforms.

Estimated Cost: $1,700,000

Time Schedule: FY 2025 -- $1,700,000 Property Tax / Free Cash

33. CYPRESS PLAYGROUND & THOMAS P. HENNESSEY ATHLETIC FIELDS

Cypress Playground is a 5.22 acre park located in the heart of Brookline, adjacent to the High School, Tappan Gym and Kirrane Aquatic Center. The park has two softball fields that are shared with a rectangular natural turf field that serve high school sports, adult leagues and year round recreational programming and summer camps. A large seating area and full basketball court are located at the far side of the athletic playing fields. The park has a spray pool, picnic area, play equipment for tots and children and a sledding hill.

This renovation includes new play equipment for 2-5 and 5-12 year-old children, repair of a perimeter retaining wall, new curbing, new water play, pathways, drainage improvements, new basketball court, updated picnic area and seating, plantings, new irrigation, athletic field light improvements/replacement and installation of a full competitive sport level synthetic turf field. The Park and Recreation held three public scoping sessions to discuss the elements of the project and to develop a project budget. The public provided a great deal of input regarding the merits and disadvantages of both synthetic and natural turf. The Commission decided to establish a budget of $6.65 million, however decided to hold the final decision on the material for the athletic field for the detailed design review process that will commence in 2-3 years. This allows the public and commission time to evaluate the success of the new synthetic turf field at the Devotion School that will have a natural infill material (geofill made with coconut fiber) and the replacement synthetic turf system at Downes Field that will also have an alternative infill system. The Commission felt that it would be beneficial for the community to try these two systems, evaluate new technologies and make the decision regarding the construction specifications for the athletic fields with the latest and most relevant information at the time. $240,000 in FY2019 will be applied to design services and preparation of the engineering survey. Of the $6.65 million construction budget, $2.4 million is part of the Town's property tax / free cash CIP for the High School project and $4.25 million was included in the High School Expansion and Renovation debt exclusion.

Estimated Cost: $240,000

Time Schedule: FY Prior Year -- $240,000 Property Tax / Free Cash (Design)

34. FISHER HILL GATEHOUSE SAFETY AND STRUCTURAL IMPROVEMENTS

Built in 1887, the Fisher Hill Reservoir Gatehouse was designed by Arthur H. Vinal, City Architect of Boston from 1884-1887. He is best known for his Richardsonian Romanesque High Service Building at the Chestnut Hill Reservoir, also built in 1887. The Gatehouse regulated the flow of water in and out of the reservoir basin and is emblematic of the immense civic pride in public waterworks at the turn of the last century.

The Fisher Hill Gatehouse is in need of interior structural and safety improvements. This project provides for a below grade utility room, floor inserts in the open chambers to make the space safe and accessible, lighting, interior window treatment, painting and repointing.

Estimated Cost: $175,000

Time Schedule: Future Years -- $175,000 Property Tax / Free Cash (Construction)

35. HARRY DOWNES FIELD, PLAYGROUND & SYNTHETIC TURF REPLACEMENT

Harry Downes playground was last renovated in 1993. The playground equipment, picnic area, access and egress points, accessible pathways, park furniture, safety lighting and athletic fields are in need of complete renovation/replacement. At the request of the community this budget item includes a water play/spray amenity for the hot summer months. The athletic fields are used to program lacrosse, soccer, rugby, softball and football, in addition to track and field practice and meets. The natural grass field will renovated and the synthetic turf surface will be replaced.

The synthetic turf field and track was installed in 2006. The synthetic turf carpet has a warranty of 8 years and an anticipated life cycle of 10-12 years and, depending upon use, may need to be replaced more frequently. In FY19, the field will be 13 years old. The carpet has suffered several tears requiring repair and the field is in need of regrading. The project involves removing the existing carpet and infill material, laser grading the sub base, replacing the synthetic turf, safety pad and installing new infill. The comfort station will be fully rehabilitated to comply with ADA and provide improved storage and maintenance facilities. Funding for construction of the total project is estimated to cost $2,450,000 in FY19.

Estimated Cost: $2,450,000

Time Schedule: Prior Year -- $2,450,000 General Fund Bond (Construction)

36. LARZ ANDERSON PARK

With over 65 acres, Larz Anderson Park is the largest park in Brookline, is listed on the National and State Registers of Historic Places and is the flagship park of the Town with many architecturally significant buildings, structures and fences, athletic fields, play equipment, picnic areas, walking paths, an ice rink, significant trees, a water body, sweeping slopes and magnificent views of the City of Boston.

The FY20 request ($600,000) is for completion of full depth reclamation/reconstruction of the roadway, associated handicapped accessible paths, parking and safety improvements, upgraded lighting, overall pathway improvements and restoration of the stairs that are currently in poor and deteriorating condition.

The $2.2 million budget in FY21 and the $2.5 in FY24 is for the Italianate Garden and the Maintenance Yard. Larz Anderson Park shows many traces of the three major cultural influences on the Anderson's aesthetics and lifestyle: Italy, Japan and England. The Andersons had a vision for their Brookline home that would take them nearly 20 years to realize. They hired the landscape architect and artist Charles A. Platt to design a sunken Italian garden at the top of the hill that would embody their love of Italy. The Italian Garden infrastructure that remains is in poor and unstable condition. The request for improvements is to make structural repairs to the walks, stairs and walls, restore the gazebo on the east side of the garden (to match the restoration of the west side that was completed several years ago), removal of invasive vegetation and replacement with appropriate planting.

Just below the Italian Garden was the Agricultural and Horticultural area for the Anderson Estate. Isabel and Larz had greenhouses, a hen house, a rose garden, garden shed, and maintained extensive agricultural operations to support themselves and their staff. These operations, later to be replaced by the Parks and Open Space Maintenance Garages, were surrounded by significant concrete/stucco walls. The massive walls have shifted significantly and are cracking and deteriorating. The walls and access gate/door are in need of complete replacement (similar to the replacement of the perimeter wall on Goddard Avenue that was completed several years ago).

Estimated Cost: $13,425,000

Time Schedule:	Prior year -- $3,125,000	General Fund Bond/ Property Tax/Free Cash
	FY 2020 -- $600,000	Property Tax/Free Cash
	FY 2021 -- $2,200,000	General Fund Bond
	FY 2024 -- $2,500,000	General Fund Bond
	Future Years -- $5,000,000	General Fund Bond

37. MURPHY PLAYGROUND

Murphy Playground, located between Kent, Bowker and Brook Streets, is a bowl shaped park with a noticeable grade change, retaining walls on three sides, play areas and a sloped open grass area. The park was last renovated in 1992 and is in need of renovation, including new play equipment for tots and older children, new perimeter fencing, improved accessibility, restoration of the field, rehabilitation of pathways, new hard court/basketball area, landscape improvements, review of picnic/passive areas, and new water play/spray pool with associated utilities. The design review process will revisit layout, grading, accessibility, safety, and functionality of the park. Construction for the project is estimated to cost $915,000.

Estimated Cost: $915,000

Time Schedule: FY 2022 -- $915,000 General Fund Bond

38. RIVERWAY PARK

This is a continuing project of the Olmsted Park/Riverway Improvements program. This appropriation is for the reconstruction of the riverbanks that have eroded in some places by as much as 10 feet, replacement of failing or hazard trees, edge planting, lawn restoration, rebuilding the path system, and re-grading to prevent future erosion. The project was originally anticipated to be implemented in FY2003; however, with the Brookline/Boston/Commonwealth of Massachusetts/US Army Corps of Engineers joint restoration of the Muddy River, this phase of restoration will be coordinated with the overall flood mitigation, environmental quality, and historic preservation work that is currently being designed and permitted.

Estimated Cost: $625,000

Time Schedule: Future Years -- $625,000 Property Tax / Free Cash

39. ROBINSON PLAYGROUND

Robinson Playground is a 2.38 acre park located between Cypress, High and Franklin Streets in a dense neighborhood. The playground facilities include a youth baseball/softball field, paved basketball court, multi-use court play area, playground equipment, picnic area, and water play.

The renovation includes new playground equipment for older and younger children; water play, new irrigation and field renovation; basketball and multi-use court improvements; pathway and drainage improvements; and fence replacement. The $100,000 in FY20 is for design while the $1.15 million in FY21 is for construction.

Estimated Cost: $1,250,000

Time Schedule:	FY 2020 -- $100,000	Property Tax / Free Cash (Design)
	FY 2021 -- $1,150,000	General Fund Bond (Construction)

40. SCHICK PLAYGROUND

Schick Park, located on Addington Road, is in need of a full site renovation to meet new safety and accessibility requirements. Renovations will include new play equipment for older and younger children, repointing the stone walls, repair of the wooden picnic shelter, field renovation, fencing, paving and site furniture. The estimated project cost is $100,000 in FY21 for design/construction bid documents and $1,025,000 in FY22 for construction.

Estimated Cost: $1,125,000

Time Schedule:	FY 2021 -- $100,000	Property Tax / Free Cash (Design)
	FY 2022 -- $1,025,000	General Fund Bond

41. BOYLSTON STREET PLAYGROUND

Boylston Street Playground is located on Route 9 in Brookline across from the Old Lincoln School. It has a basketball court, play equipment, water play, picnic and seating areas, and a small athletic field most suitable for youth soccer, softball and baseball practices. In addition to a neighborhood playground, the playground serves as a site for recess and gym classes when the Old Lincoln School is occupied as a temporary school site during school renovation projects. The field is also used by the upper grades for athletic practices as necessary due to its proximity to the high school. The playground, basketball court, water play and athletic field are in need of full replacement/refurbishment along with associated utility upgrades. The renovation will include accessibility improvements into and through the site, fencing replacement, perimeter wall repointing, lighting to support evening use of the basketball court and social seating/gathering places to best serve community and school use.

Estimated Cost: $1,350,000

Time Schedule:	FY 2022 --$110,000	Property Tax / Free Cash
	FY 2023 --$1,240,000	General Fund Bond

42. GRIGGS PARK RENOVATION

Griggs Park is located on a former wetland, in an enclave surrounded by houses and apartment buildings between Washington and Beacon Streets. The pathway is circular, rounding a collection of trees and vegetation, an open lawn area, seating and picnic areas, basketball and a playground. The playground was renovated in 1997. The project is estimated to cost $90,000 for survey, design review, development and construction bid documents and $1,120,000 for replacement of the play structures and safety surfacing for the 2-5 year olds and the school aged children. The pathway will be resurfaced, drainage improvements made, basketball and multi-generational/adult exercise area improved/added, lawn and plantings improved and furnishings replaced.

Estimated Cost: $1,120,000

Time Schedule: FY 2025 --$1,120,000 Property Tax / Free Cash

43. SOULE ATHLETIC FIELDS & SITE RENOVATION

The Soule Early Education Center is located on Hammond Street. The athletic fields on site serve Town-run daycare programs, multi-age athletic leagues, camps, and residents of all ages and abilities. The circulation and stormwater management of the site are in need of redesign and renovation. Funds will provide for design and construction for increased capacity and improvements to parking areas, pathway connections, storm drainage improvements, picnic areas, and improvement to Robson Athletic Field (Upper Soule). The estimated project cost is $150,000 for design development, engineering, survey, and construction oversight with $1,750,000 in construction costs.

Estimated Cost: $1,900,000

Time Schedule: Future Years -- $1,900,000 General Fund Bond

44. SKYLINE PARK SYNTHETIC TURF REPLACEMENT AND PARK IMPROVEMENTS

The synthetic turf carpet at Skyline Field is in need of replacement approximately every 10-12 years and potentially sooner depending upon use. The field was installed and opened to the public in June 2008. The existing carpet and infill will be removed and disposed of, the drainage layer/subbase will be laser graded, new carpet and new infill installed. This project also calls for some improvements to the site furnishings, plantings, pathways, improved connection to Lost Pond Sanctuary, renovate/construct comfort station and storage area and site amenities.

Estimated Cost: $1,980,000

Time Schedule: FY2025 -- $1,980,000 General Fund Bond

45. PARKS AND PLAYGROUNDS REHABILITATION & UPGRADE

This is an on-going town-wide program for the repair and replacement of unsafe and deteriorating playground, fence, and field facilities or components. Items funded under this program include fences, backstops, retaining walls, picnic furniture, turf restoration, bench replacements, play structures, safety surfacing, and drainage improvements. This program avoids more expensive rehabilitation that would be necessary if these items were left to deteriorate.

Estimated Cost: $2,520,000

Time Schedule:	Prior Year -- $305,000	Property Tax / Free Cash
	FY 2020 -- $310,000	Property Tax / Free Cash
	FY 2021 -- $310,000	Property Tax / Free Cash
	FY 2022 -- $315,000	Property Tax / Free Cash
	FY 2023 -- $315,000	Property Tax / Free Cash
	FY 2024 -- $320,000	Property Tax / Free Cash
	FY 2025 -- $320,000	Property Tax / Free Cash
	Future Years -- $325,000	Property Tax / Free Cash

46. TOWN/SCHOOL GROUNDS REHAB

Town and School grounds require on-going structural improvements and repair. These funds will be applied to create attractive and functional landscapes and hardscape improvements including plant installations, regrading, reseeding, tree work, repair to concrete or asphalt walkways through the site, trash receptacles, bike racks, drainage improvements, retaining walls, and repairs to stairs, treads, railings, benches, or other exterior structures. This funding does not include capital replacement of areas over building structures or directly connected to the buildings, such as entrance stairways and ramps into the building that are under the Building Department's jurisdiction. This program avoids more expensive rehabilitation that would be necessary if these items were left to deteriorate.

Estimated Cost: $1,380,000

Time Schedule:	Prior Year -- $155,000	Property Tax / Free Cash
	FY 2020 -- $160,000	Property Tax / Free Cash
	FY 2021 -- $165,000	Property Tax / Free Cash

FY 2022 -- $170,000	Property Tax / Free Cash
FY 2023 -- $175,000	Property Tax / Free Cash
FY 2024 -- $180,000	Property Tax / Free Cash
FY 2025 -- $185,000	Property Tax / Free Cash
Future Years -- $190,000	Property Tax / Free Cash

47. TENNIS COURTS/BASKETBALL COURTS

The Town has over 19 basketball courts and 36 hard-surface tennis courts. Over time, the court surfaces begin to deteriorate, crack, and weather. In order to maintain the integrity, safety, and playability of the courts, the Town needs to plan for the phased reconstruction/renovation/resurfacing of the courts, lighting and drainage improvements.

Estimated Cost: $650,000

Time Schedule:	FY 2020 -- $200,000	Property Tax / Free Cash
	Future Years -- $450,000	Property Tax / Free Cash

48. COMFORT STATIONS

The Larz Anderson Comfort Station and service area are in need of accessibility, structural and ventilation improvements. The facility has public restroom facilities that are in need of structural upgrades, new doors, landings and facilities to better accommodate all ages and abilities. The project includes ventilation and flooring improvements, doors, fixtures and lighting. This project will also upgrade the service doors and area for the maintenance and office areas of the building as well as the fasçade. The office area will be upgraded to better serve staff and park visitors. Future year funding includes fixture, drainage, ventilation and access improvements to the comfort stations system wide.

Estimated Cost: $400,000

Time Schedule:	FY 2020 -- $350,000	Property Tax / Free Cash
	Future Years -- $50,000	Property Tax / Free Cash

CONSERVATION/OTHER OPEN SPACE

49. TREE REMOVAL AND REPLACEMENT / URBAN FORESTRY MANAGEMENT

The tree removal and replacement program represents the Town's effort to balance street tree removals with plantings. As trees mature or are impacted by storm damage or disease, it is critical to remove these before they become public safety hazards. New tree plantings are also critical, as they directly impact the tree-lined character of the community, improve stormwater quality, provide oxygen, reduce heat impact in the summer, and improve the overall quality of life in Brookline. In addition, funding is included for on-going management work in the four conservation properties (Hall's Pond Sanctuary, Amory Woods Sanctuary, D. Blakely Hoar Sanctuary, and the Lost Pond Sanctuary) and parks. Storm damage, disease, and old age continue to reduce tree canopies. The funds will be utilized to remove hazard trees and provide structural, health, and safety pruning to prolong the life and viability of our significant trees. New trees will be planted in anticipation of the ultimate loss of existing mature trees.

Included in the requested annual amount is funding for Urban Forest Management to address a range of significant improvements needed, such as: tree removals, crown thinning, soil amendments, woodland canopy gap management, invasive removal, pest management, health and structural pruning, and planting throughout the Town's parks and open spaces. This program will help with resiliency to disease, pests and rapid decline attributed with trees unmanaged in an urban environment. The first phase of work will be performed in collaboration with the Olmsted Tree Society of the Emerald Necklace Conservancy who has worked with the Town of Brookline, City of Boston and Commonwealth of Massachusetts on an Urban Forestry Management Plan for the Emerald Necklace. The work outlined in this plan will be supported with public, private and grant funding. The protocol outlined in the plan shall be used to plan for and address urban forestry management priorities throughout Town.

Estimated Cost:	$1,920,000	
Time Schedule:	Prior Year -- $230,000	Property Tax / Free Cash
	FY 2020 -- $235,000	Property Tax / Free Cash
	FY 2021 -- $235,000	Property Tax / Free Cash
	FY 2022 -- $240,000	Property Tax / Free Cash
	FY 2023 -- $240,000	Property Tax / Free Cash
	FY 2024 -- $245,000	Property Tax / Free Cash
	FY 2025 -- $245,000	Property Tax / Free Cash
	Future Years -- $250,000	Property Tax / Free Cash

50. OLD BURIAL GROUND

The Old Burying Ground, located on Walnut Street, is Brookline's first cemetery. Although the cemetery dates back to 1717, its appearance today reflects the ideals of the 19th century rural cemetery movement. The cemetery is listed as part of the Town Green National Register Historic District. It has been featured in a publication by the Massachusetts Department of Environmental Management (now Department of Conservation and Recreation) entitled "Preservation Guidelines for Historic Burial Grounds and Cemeteries". Research completed by both landscape architects and specialists in monument conservation indicates that the Town has much work to do in restoring the perimeter walls, markers and footstones, tombs, and monuments, as well as landscape improvements.

Estimated Cost: $250,000

Time Schedule: Future Years -- $250,000 Property Tax / Free Cash

51. WALNUT HILLS CEMETERY

The Walnut Hills Cemetery was established by the Town in 1875. Designed to preserve the natural features and effects for the landscape, the Cemetery provides visitors with a place of solace, natural beauty and quiet charm. The Walnut Hills Cemetery was listed in the National and State Registers of Historic Places in 1985.

In 2004, the Town completed a master plan for the Cemetery in order to set the parameters necessary to meet town cemetery needs of the future while maintaining the visual, service, quality and other features that make the Cemetery such a valuable historic cultural resource for the Town.

Current plans for the $770,000 in Future Years, intended for lot expansion, is to use a combination of Town Tax dollars, cemetery perpetual care fund (SW01) and an expendable cemetery trust fund (TW23). A bond authorization with debt service funded from these accounts is also a possibility. Meetings with the Trustees will continue, and they will include discussions regarding potential changes to how revenues received for the sale of lots is currently split.

Estimated Cost: $770,000

Time Schedule: Future Years -- $770,000 Other (Cemetery Funds)

RECREATION

52. AQUATICS CENTER POOL FILTER REPLACEMENT

With over 50,000 patrons visiting the Evelyn Kirrane Aquatics Center annually, the facility is one of the most frequented public spaces in Brookline. The facility is now in need of new systems for filtering water for the three pools. The current systems are over 30 years old and have recently been failing, allowing sand back into the pool. A new system would be more energy efficient, filter water more quickly and effectively, saving the department in time, labor, and materials.

Estimated Cost: $225,000

Time Schedule: Prior Year -- $225,000 Property Tax / Free Cash

53. ELIOT PUBLIC RESTROOM RENOVATION

We have a need to update and renovate our public restrooms at Elliot. They get a good bit of use due to our two large playgrounds and access to an extensive field network.

Estimated Cost: $50,000

Time Schedule: FY 2020 -- $50,000 Property Tax / Free Cash

54. ELIOT RECREATION CENTER IMPROVEMENTS

The Eliot Recreation Center is home to many of Brookline Recreation's Administrative staff and houses many community programs and services. The center is in need of renovations including an updated HVAC system, as well as utility and network infrastructure upgrades. The project includes an additional 1000 sq ft space build out over the current boiler room to accommodate a badly needed conference room as well as upgrades to the perimeter drains around the building. Historically, there have been drainage issues that have impacted the first floor during significant weather events.

Estimated Cost: $775,000

Time Schedule:	Future Years -- $775,000	Property Tax / Free Cash

SCHOOL

55. SCHOOL FURNITURE

This is a continuous program to upgrade furniture in all schools, which absorbs significant wear and tear annually. This program will replace the most outdated and worn items.

Estimated Cost: $1,020,000

Time Schedule:	Prior Year -- $100,000	Property Tax / Free Cash
	FY 2020 -- $110,000	Property Tax / Free Cash
	FY 2021 -- $120,000	Property Tax / Free Cash
	FY 2022 -- $120,000	Property Tax / Free Cash
	FY 2023 -- $100,000	Property Tax / Free Cash
	FY 2024 -- $150,000	Property Tax / Free Cash
	FY 2025 -- $150,000	Property Tax / Free Cash
	Future Years -- $170,000	Property Tax / Free Cash

56. HVAC EQUIPMENT

These funds would be used to primarily replace the larger, more expensive parts up to and including the entire unit for air conditioners, HVAC equipment and boilers. A majority of the money would be used for ac compressor replacements. There are presently 199 permanent air conditioning systems in both Town and School buildings. Their sizes range from 2 tons to over 100 tons. The equipment age goes from 1975 up to 2017, with 112 units 10 years or older. Typically, air conditioning compressors last only 5 - 10 years. Depending on the size, costs can range from $3,500 to $150,000. Instead of being proactive, there is presently a reactive response when there is a failure, usually in very hot weather. The cost to repair is born out of the operations and maintenance budget (O&M). However, with the large increase in installations of AC equipment over the years, the O&M would not be able to handle a large cost such as this. The plan would be to replace compressors and do upgrades in the off season, based on age and conditions. The same applies for boilers and burners. Typically, a cast iron boiler will last 50-100 years. However, the Town has not been installing these types of boilers, installing efficient condensing boilers instead, which have a much shorter life span - 20-25 years. These monies would replace the boilers before there is a catastrophic failure (in the winter) during the summer months.

Estimated Cost:	$1,100,000	
Time Schedule:	Prior Year -- $150,000	Property Tax / Free Cash
	FY 2020 -- $150,000	Property Tax / Free Cash
	FY 2021 -- $150,000	Property Tax / Free Cash
	FY 2022 -- $200,000	Property Tax / Free Cash
	FY 2025 -- $50,000	Property Tax / Free Cash
	Future Years -- $400,000	Property Tax / Free Cash

57. CLASSROOM CLIMATE CONTROL

Through FY17 to the present, requests have come to the School Director of Operations to add air conditioning and improve climate control in various buildings and for a variety of spaces. Requests have come from parents, staff and PTO members. Some requests stem from a documented medical need the school department must accommodate, and others stem from maintaining an environment that is conducive to teaching and learning. The buildings are designed and built to hold the heat in, and bring in fresh air per code. The heat rises and then gets contained, even with windows being opened. On days were the outside temperature is in the 80s or 90s top floors that also receive direct sunlight in the afternoons can often have room temperatures in excess of the outside temperatures and that distracts teaching and learning. The request for Lawrence, New Lincoln, Heath and possibly BHS identify existing spaces significantly impacted by the heat retention described above. The $225,000 estimate will not cover all requests to improve building climate and temperature, but will allow the Building Department to begin addressing the most pressing needs.

Estimated Cost:	$225,000	
Time Schedule:	FY 2019 -- $225,000	Property Tax / Free Cash

58. UNDERGROUND OIL TANK REMOVAL

These funds would be used to remove underground fuel oil tanks, some almost 25 years old. The tanks came with a 30 warranty. There are 26 tanks at various school and town sites. New tanks would be installed inside of the buildings (1000 gallon or less) to replace larger (5000-15000 gallon) tanks. Also small 275 (typically) gallon tanks would be replaced with new tanks of the same size. The boilers are set up for dual fuel. There is no reason to remove and replace the boilers or burners as they function well. By installing a small, above ground tank, inside, we can have the backup function of using oil to heat the buildings in case of an emergency or gas shortage.

Some funding may come from the UST state fund. It is estimated that 50% of the costs would be reimbursed for the tank removals. Typical costs for tank removals would be in the $50,000 range. If the tank leaks, the costs could be up to 10 times this amount.

Estimated Cost: $450,000

Time Schedule:	FY 2021 -- $100,000	Property Tax / Free Cash
	FY 2022 -- $100,000	Property Tax / Free Cash
	FY 2024 -- $100,000	Property Tax / Free Cash
	FY 2025 -- $100,000	Property Tax / Free Cash
	Future Years -- $50,000	Property Tax / Free Cash

59. TOWN/SCHOOL BUILDING - ADA RENOVATIONS

This annual program of improvements is requested in order to bring Town and School buildings into compliance with the Americans with Disabilities Act (ADA), which requires that the Town make public buildings accessible to all.

Estimated Cost: $680,000

Time Schedule:	Prior Year -- $75,000	Property Tax / Free Cash
	FY 2020 -- $80,000	Property Tax / Free Cash
	FY 2021 -- $80,000	Property Tax / Free Cash
	FY 2022 -- $85,000	Property Tax / Free Cash
	FY 2023 -- $85,000	Property Tax / Free Cash
	FY 2024 -- $90,000	Property Tax / Free Cash
	FY 2025 -- $90,000	Property Tax / Free Cash
	Future Years -- $95,000	Property Tax / Free Cash

60. TOWN/SCHOOL BUILDING - ELEVATOR RENOVATIONS

The Town presently has 47 elevators, LULAs, and wheelchair lifts throughout all buildings. When a building is renovated, most elevators are upgraded (new controls, motors, cables, refurbishment of the car, etc.). Some elevators are also partially upgraded to meet the requirements of the existing building codes. The buildings that have not been renovated have elevators that are close to 30 years old. Maintenance is an issue and parts are increasingly difficult to find. The elevator's controller is basically a computer. The controller needs to be upgraded or replaced as technology progresses and older technology is not supported. This project would upgrade those cars and lifts with new equipment.

On schedule and presently fully funded is the modernization of the elevators and the Unified Arts Building (UAB) and the Lynch Rec Center.

Future elevators on the schedule include:

Heath	Pierce (SEC)	Highway Garage	Water Department
Baker School			

Estimated Cost: $700,000

Time Schedule:	Prior Year -- $300,000	Property Tax / Free Cash
	FY 2021 -- $100,000	Property Tax / Free Cash
	FY 2022 -- $100,000	Property Tax / Free Cash
	FY 2024 -- $100,000	Property Tax / Free Cash
	Future Years -- $100,000	Property Tax / Free Cash

61. TOWN/SCHOOL BUILDING - ENERGY CONSERVATION

It is imperative that monies be invested to decrease energy consumption in Town and School buildings. Programs include, but are not limited to, lighting retrofit and controls, energy efficient motors, insulation, and heating and cooling equipment. In addition, water conservation efforts are explored. This program augments existing gas and electric utility conservation programs. A continued area of focus is building commissioning. Many years ago, a building's HVAC system was set up by multiple contractors and then signed off by the design engineer. Sometimes there would be control issues, leading to complaints or high energy usage. The Building Department, for all new projects, hires a Commissioning Agent. Recommissioning of certain buildings is suggested in order to confirm that the equipment was designed, installed and set up properly.

Estimated Cost: $1,580,000

Time Schedule:	Prior Year -- $180,000	Property Tax / Free Cash
	FY 2020 -- $185,000	Property Tax / Free Cash
	FY 2021 -- $190,000	Property Tax / Free Cash
	FY 2022 -- $195,000	Property Tax / Free Cash
	FY 2023 -- $200,000	Property Tax / Free Cash
	FY 2024 -- $205,000	Property Tax / Free Cash
	FY 2025 -- $210,000	Property Tax / Free Cash

Future Years -- $215,000	Property Tax / Free Cash

62. TOWN/SCHOOL BUILDING - ENERGY MANAGEMENT SYSTEM

This project is to upgrade the energy management systems in Town and School buildings. A few of the larger buildings have older (30 years) energy management systems that have exceeded their life expectancy and replacement parts are no longer available. These systems would be replaced and upgraded with new web-based systems integrated into the Town's existing computer network. Other systems would be upgraded with newer software or firmware. The Building Department will continue to work with the Information Technology Department on these projects. Software upgrades are needed at the High School, Lawrence, Pierce and Baker Schools in the next few years.

Estimated Cost: $1,145,000

Time Schedule:	Prior Year -- $125,000	Property Tax / Free Cash
	FY 2020 -- $125,000	Property Tax / Free Cash
	FY 2021 -- $125,000	Property Tax / Free Cash
	FY 2022 -- $130,000	Property Tax / Free Cash
	FY 2023 -- $130,000	Property Tax / Free Cash
	FY 2024 -- $130,000	Property Tax / Free Cash
	FY 2025 -- $130,000	Property Tax / Free Cash
	Future Years -- $250,000	Property Tax / Free Cash

63. TOWN/SCHOOL BUILDING - ENVELOPE /FENESTRATION REPAIRS

In FY12, $250,000 was appropriated for costs associated with repairs to the outside envelope of all Town and School buildings, including a visual inspection of the exterior of all buildings that will help prioritize these repairs. The outside envelope of facilities includes masonry, bricks and mortar, flashing, dental work, coping stones, metal shelves, and tower work. Some of these structures are over 100 years old and have never had exterior work done to them. A number of buildings have windows, door entrances, and other wall openings (fenestration) that are in need of repair/replacement. This causes water to penetrate into buildings behind walls and ceilings, causing security and safety problems. Also included in this program is any required chimney inspection and repairs, if appropriate, or the installation of new metal liners to connect to the gas burning equipment in the building.

A master plan was prepared by a consultant and includes a priority list and schedule and that calls for $27.45 million over a 30-year period. The schedule has been reassessed by the Building Department and accounts for prior year savings with $6.45 million required within the six-year period of this FY20 – FY25 CIP. Facilities addressed within this time frame include the following:

2020	Baker, Main Library, Public Safety, Soule Rec	2021	No work scheduled
2022	Fire Station 4, Larz Anderson Toilets, Lincoln	2023	Old Lincoln, Lawrence
2024	Health Ctr., Lynch Rec Ctr., Town Hall	2025	Muni Service Center, Phys. Ed Building, Old Lincoln

Estimated Cost: $8,800,000

Time Schedule:	FY 2020 -- $1,500,000	General Fund Bond
	FY 2022 -- $1,550,000	General Fund Bond+ Property Tax / Free Cash
	FY 2024 -- $1,500,000	General Fund Bond
	FY 2025 -- $1,850,000	General Fund Bond
	Future Years -- $2,500,000	General Fund Bond+ Property Tax / Free Cash

64. TOWN/SCHOOL BUILDING - ROOF REPAIR/REPLACEMENT PROGRAM

A master plan for repair and replacement of roofs on all Town and School buildings was prepared by a consultant. The plan includes a priority list and schedule and calls for $29.3 million over a 20-year period. Facilities addressed within this time frame include the following:

2020	No work scheduled	2021	Heath, Lawrence, Larz Skate Rink, Lincoln,
2022	Lawrence	2023	Driscoll
2024	No work scheduled	2025	Muni Service Ctr., Phys. Ed. Building

Estimated Cost: $9,450,000

Time Schedule:	FY 2021 -- $3,100,000	General Fund Bond
	FY 2023 -- $650,000	General Fund Bond
	FY 2025 -- $1,700,000	General Fund Bond
	Future Years -- $4,000,000	General Fund Bond + Property Tax / Free Cash

65. PUBLIC BUILDING FIRE ALARM UPGRADES

The Town engaged with Garcia, Galuska & Desousa to conduct a study to assess the existing fire alarm and fire protection systems. The funding below will allow the Building Department to address the recommendations in the study to properly maintain and upgrade these systems.

Estimated Cost: $1,950,000

Time Schedule:	Prior Year -- $250,000	Property Tax / Free Cash
	FY 2021 -- $300,000	Property Tax / Free Cash
	FY 2022 -- $450,000	Property Tax / Free Cash
	FY 2024 -- $300,000	Property Tax / Free Cash
	FY 2025 -- $300,000	Property Tax / Free Cash
	Future Years -- $350,000	Property Tax / Free Cash

66. TOWN/SCHOOL BUILDING - SECURITY/LIFE SAFETY SYSTEMS

Over the last number of years, several large capital projects have been undertaken that included security improvements in Town and School buildings. This program will extend the effort and improve areas where security may be lacking. In general, the plan calls for making all doors around the perimeter of a building more secure by replacing the doors, frames, door handles, and locks with electronic locks that may only be opened with a keypad and/or on a specific schedule. Only the front main entrance of the building would allow for general access. At the front door, a speaker and doorbell will be added to connect to the building's existing intercom or phone system for use by visitors. The lighting around each building will be improved and placed on a timer. A small camera system connected to a computer will be added at the main entrance to monitor access to the building.

School buildings will be a priority. Most schools are reasonably secure, but based on an assessment by the Police Department, security can and should be improved. These funds would also be used to continue the on-going process of replacement and installation of new and upgraded burglar alarms, fire alarm systems, sprinkler systems, emergency lighting, and egress signs.

Estimated Cost: $1,430,000

Time Schedule:	Prior Year -- $130,000	Property Tax / Free Cash
	FY 2020 -- $260,000	Property Tax / Free Cash
	FY 2021 -- $160,000	Property Tax / Free Cash
	FY 2022 -- $170,000	Property Tax / Free Cash

FY 2023 -- $170,000	Property Tax / Free Cash
FY 2024 -- $180,000	Property Tax / Free Cash
FY 2025 -- $180,000	Property Tax / Free Cash
Future Years -- $180,000	Property Tax / Free Cash

67. TOWN/SCHOOL TRASH COMPACTOR REPLACEMENTS

Trash compactors need to be replaced at the following facilities:

Baldwin Baker Driscoll Heath High School UAB Lawrence New Lincoln Pierce Health

Estimated Cost: $200,000

Time Schedule:	Prior Year -- $100,000	Property Tax / Free Cash
	FY 2020 -- $50,000	Property Tax / Free Cash
	Future Years -- $50,000	Property Tax / Free Cash

68. SCHOOL REHAB/UPGRADES

This is an on-going school-wide program for the repair and upgrade of school facilities in between major renovation projects. Items funded under this program include large scale painting programs, new flooring, ceilings, window treatments and toilet upgrades. This program avoids more expensive rehabilitation that would be necessary if these items were left to deteriorate.

Estimated Cost: $813,000

Time Schedule:	Prior Year -- $230,000	Property Tax / Free Cash
	FY 2020 -- $198,000	Property Tax / Free Cash
	FY 2021 -- $115,000	Property Tax / Free Cash
	FY 2024 -- $135,000	Property Tax / Free Cash
	Future Years -- $135,000	Property Tax / Free Cash

69. HIGH SCHOOL ADDITION

Brookline High School is currently experiencing the initial wave of rapid enrollment growth that will increase the student body from 1,800 students in 2015, to as many as 2,600 students by 2023. Anticipating this growth, the School Committee, School Department, and Select Board have been leading an effort to expand, modernize, and renovate the facility.

In May 2018, Brookline voters supported a debt exclusion override to fund the expansion and renovation of Brookline High School. The project is now in the Design Development phase during which final design, floor plans and architectural drawings will be completed. William Rawn Associates, Skanska Construction and Hill Associates will support the Town and the Building Department from design development through construction to completion. The project will include a new building at the 111 Cypress Street site, a new Science, Technology, Engineering, and Math (STEM) building to replace the building at the corner of Tappan and Greenough Streets, renovations to the 3rd floor of the main building and the Tappan gymnasium, as well as improvements to Cypress Field. Demolition and construction is expected to begin in Summer 2021 and be completed by Summer 2021.

The project has been funded as follows:

Project Budget: $205,600,000

111 Cypress bond authorization	$16,400,000	debt exclusion (FY18 authorization)
Design Completion / Construction	$151,800,000	debt exclusion
Design Completion / Construction	$2,400,000	bond premium account
Design Completion / Construction	$35,000,000	existing CIP capacity

Estimated Cost: $189,200,000

Time Schedule: Prior Year -- $189,200,000 General Fund Bond / Bond premium account

70. DRISCOLL SCHOOL

Since 2005, Brookline has experienced historic enrollment growth in its public schools. The K-8 elementary schools have grown by 40% going from 3,904 students in 2006 to 5,482 students in 2017, which is equivalent to adding three schools into our existing schools in just over 10 years. For a decade now, the Town and School Department have been addressing the expanding student population by studying potential sites for a new elementary school and by adding classrooms to existing schools by dividing classrooms; converting offices, locker

rooms, and hallways into classrooms; renting private buildings; and building new classrooms or adding modular classes. Despite adding nearly 60 classrooms to our existing schools through this "Expand-in-Place" strategy, the schools continue to be severely overcrowded.

On June 13th, the Town completed its third study since 2013 on selecting a site for a new school. The Select Board and School Committee approved moving forward with expanding the Baldwin School, expanding and renovating the Driscoll School, and renovating and possibly expanding the Pierce School.

Expanding and renovating Baldwin, Driscoll, and Pierce over time allows the town to address the enrollment increases in North Brookline and South Brookline while not overbuilding in either part of town. The Baldwin School will directly address the ongoing and expected student enrollment growth that is projected to add 375 more students within five years. Driscoll and Pierce have both grown by more than 57% since 2006, and neither school has received significant upgrades since the 1970s. The Baldwin and Driscoll projects will now begin what is known as the Design Feasibility Phase. The Town submitted an application earlier in the spring to partner with the Massachusetts School Building Authority to help ease the burden on the town of three significant capital projects.

After working throughout fall, the Driscoll School Building Committee has selected a preferred design options for the Driscoll School Building Project. Identifying these preferred designs is an essential step in the three-school, town-wide solution that will address the overcrowding and sub-standard learning spaces in the Public Schools of Brookline and begin to remedy the historic enrollment increases the Town has experienced for more than 10 years.

On November 15, the Driscoll School Building Committee selected Option H as the preferred design over three other designs. The committee identified Option H, known as the "Modified Star Design," as the best option for many reasons including that it provides the best and most flexible arrangement of classrooms, increases useable play space by 20,000 square feet, and allows for the most daylighting of all the four options. The new building will be all new construction, replacing the existing building. It will be reoriented onto Washington Street, allowing the site's open space to be more fully integrated into the residential neighborhood of Westbourne Terrace, Bartlett Street, and Bartlett Crescent and opening up the views of those who live on Westbourne Terrace which are now blocked by the existing building.

Estimated Cost:	$1,500,000	
Time Schedule:	Prior Year -- $1,500,000	Property Tax / Free Cash (Schematic Design)
	FY 2020 -- $100,000,000	General Fund Bond (Design Completion / Construction)

71. DRISCOLL SCHOOL REHABILITATION

The Driscoll School is in need of a new HVAC system with temperature controls.

The building presently uses steam to heat the building. The steam HVAC system dates back to 1910 in the main section, 1928 and 1953 with the additions.

It is extremely difficult to find parts to maintain the systems. The system as it is now is hard to maintain, sometimes overheats or under heats parts of the building and there is a concern of proper ventilation and cooling air. The boilers were replaced in 1995. They are fully functional and operate well. The plan would be to convert them from a steam to a forced hot water system. This would allow better heating control plus save energy.

A new HVAC system (equipment, piping, ductwork and controls) would be installed to replace the existing equipment. The work would be done over two years (primarily in the summer months). Phasing would allow the building to remain occupied.

This project was proposed and designed before the Driscoll School was chosen as part of the plan to address the enrollment growth in the K-8 elementary schools and therefore plans for construction of the system have been put on hold. Should the new building project described above pass, and the building makes it through the winter, the Town plans to rescind this bond authorization at the May 2019 Town Meeting.

Estimated Cost: $4,000,000

Time Schedule: Prior Year -- $4,000,000 Property Tax / Free Cash

72. 9th SCHOOL AT BALDWIN

Since 2005, Brookline has experienced historic enrollment growth in its public schools. The K-8 elementary schools have grown by 40% going from 3,904 students in 2006 to 5,482 students in 2017, which is equivalent to adding three schools into our existing schools in just over 10 years. For a decade now, the Town and School Department have been addressing the expanding student population by studying potential sites for a new elementary school and by adding classrooms to existing schools by dividing classrooms; converting offices, locker rooms, and hallways into classrooms; renting private buildings; and building new classrooms or adding modular classes. Despite adding nearly 60 classrooms to our existing schools through this “Expand-in-Place” strategy, the schools continue to be severely overcrowded.

On June 13th, the Town completed its third study since 2013 on selecting a site for a new school. The Select Board and School Committee approved moving forward with expanding the Baldwin School, expanding and renovating the Driscoll School, and renovating and possibly expanding the Pierce School.

Expanding and renovating Baldwin, Driscoll, and Pierce over time allows the town to address the enrollment increases in North Brookline and South Brookline while not overbuilding in either part of town. The Baldwin School will directly address the ongoing and expected student enrollment growth that is projected to add 375 more students within five years. Driscoll and Pierce have both grown by more than 57% since 2006, and neither school has received significant upgrades since the 1970s. The Baldwin and Driscoll projects will now begin what is known as the Design Feasibility Phase. The Town submitted an application earlier in the spring to partner with the Massachusetts School Building Authority to help ease the burden on the town of three significant capital projects.

After working throughout fall, the Baldwin School Building Committee has selected a preferred design option for the Baldwin School Building Project. Identifying these preferred designs is an essential step in the three-school, town-wide solution that will address the overcrowding and sub-standard learning spaces in the Public Schools of Brookline and begin to remedy the historic enrollment increases the Town has experienced for more than 10 years.

The Baldwin School Building Committee met on November 19 to review all three preliminary design options and unanimously voted to recommend Option B "Solar Harvest" as the preferred design option. The Solar Harvest design allows for more natural light and daylighting, presents a less imposing facade to the residential neighbors to the west of the site, is more energy efficient, will have lower long-term operating costs, and provides collaborative spaces conducive to project-based learning and programming. Rebuilding and expanding the Baldwin School is the most cost effective way for the Town to add classroom capacity on one site.

Estimated Cost:	$1,500,000	
Time Schedule:	Prior Year -- $1,500,000	Property Tax / Free Cash (Schematic Design)
	FY 2020 -- $82,000,000	General Fund Bond (Design Completion / Construction)

73. PIERCE SCHOOL

Since 2005, Brookline has experienced historic enrollment growth in its public schools. The K-8 elementary schools have grown by 40% going from 3,904 students in 2006 to 5,482 students in 2017, which is equivalent to adding three schools into our existing schools in just over 10 years. For a decade now, the Town and School Department have been addressing the expanding student population by studying

potential sites for a new elementary school and by adding classrooms to existing schools by dividing classrooms; converting offices, locker rooms, and hallways into classrooms; renting private buildings; and building new classrooms or adding modular classes. Despite adding nearly 60 classrooms to our existing schools through this "Expand-in-Place" strategy, the schools continue to be severely overcrowded.

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Expanding and renovating Baldwin, Driscoll, and Pierce over time allows the town to address the enrollment increases in North Brookline and South Brookline while not overbuilding in either part of town. The Baldwin School will directly address the ongoing and expected student enrollment growth that is projected to add 375 more students within five years. Driscoll and Pierce have both grown by more than 57% since 2006, and neither school has received significant upgrades since the 1970s. The Baldwin and Driscoll projects will now begin what is known as the Design Feasibility Phase. The Town submitted an application earlier in the spring to partner with the Massachusetts School Building Authority to help ease the burden on the town of three significant capital projects.

On December 12, 2018 the Massachusetts School Building Authority (MSBA) Board of Directors met and voted to invite twelve communities including Brookline into the next stage of partnership, called the "Eligibility Period."

Estimated Cost:	$2,000,000	
Time Schedule:	FY 2020 -- $2,000,000	General Fund Bond (Feasibility / Schematic Design)
	FY 2021 -- TBD	General Fund Bond (Design Completion / Construction)

74. CLASSROOM CAPACITY

The Public Schools of Brookline PreK-12 student population has grown by 29% since FY 2006 from 6,014 students to 7,777 in FY 2017. In FY17 (October 1), there are now 5,445 PreK-8 students compared with less than 4,095 in FY05, an increase of 33%.

While the increase in size of Brookline's kindergarten enrollment has driven the majority of the growth, these larger elementary grades have moved up, consistent with the district's decades-long pattern of near 100% cohort retention. They have already started arriving at the high school which has grown by 200 students since FY14 (1,802) to FY17 (2,001). Brookline High School has grown 4.1% in the last ten years, with a five-year growth of 12.7%. In the past five years, student enrollment at the high school has increased from 1,726 students to 2,001. The maximum capacity of the existing high school is between 2,000 and 2,200 without expansion. Our current 1st

through 4th Grades total 2,621 students and that cohort will be attending Brookline High School in grades 9-12 during the 2024-2025 school year. Our current 8th grade enrollment of 531 students is the lowest enrollment of the current K-8 grades, and will be replacing a 2017 graduating class of 481 students.

In order to create the classroom space necessary to accommodate this PreK-8 enrollment increase, a long series of well-planned larger-scale renovation projects and smaller-scale space conversion projects have been completed over the past decade. A total of 55 PreK-8 Classrooms were added through the use of an "Expand-in-Place" strategy since 2008 including but not limited to:

- 6 classrooms built at Heath;
- 4 classrooms built at Lawrence;
- 2 modular classrooms added at Baker;
- 11 BEEP classes moved out of K-8 buildings into leased commercial space;
- 4 classrooms in leased commercial space for Pierce;
- Gym and Fitness Room Rental for Pierce;
- 1 brand new school will be built at Devotion to add 12 classrooms; and
- Expanded use of the buffer zones to maintain class size at desired levels.
- FY18 we will bring online 4 classroom conversions from existing spaces. These are likely the last K-8 classroom spaces available in the district for conversion and reclaiming
    - Driscoll added a fourth section of Grade 3.
    - Lawrence added a fourth section of Grade 6.
    - Pierce added a fifth section of Grade 4.
    - Devotion added a fifth section of Grade 6.

The work of adapting the High School to accommodate the growing enrollment is underway with building or reclaiming a total of 9 classrooms. To accomplish this, more than fifty staff members from Brookline Early Education Program (BEEP), Office of Student Affairs, METCO, ELL, Operations (Custodians, Transportation, & Food Service), Brookline Adult and Community Education (BACE), Office of Strategy and Performance, and Steps to Success Inc., were all moved in FY16 to 24 Webster Place (leased). In FY 17, the Help Desk was moved to the Health Building to join the Town IT Department. Educational Technology moved to the Sperber Center at Pierce Elementary in FY17 . The movement of these departments from the High School, Pierce (Sperber Center), and Town Hall Annex/leased space has allowed the district to reclaim classroom and small group instructional spaces at the high school to be used by new teachers and support staff needed due to increased enrollment.

The Classroom Capacity item in FY2020 and beyond covers the leases at the temples, 62 Harvard, 24 Webster Place, the Brookline Teen Center and the Baker modules with very limited funding to modify smaller spaces in existing buildings. The FY2020 – 2025 budgets assume continuation of those lease arrangements.

Estimated Cost: $9,844,000

Time Schedule:		
	Prior Year -- $1,165,000	Property Tax / Free Cash
	FY 2020 -- $1,450,000	Property Tax / Free Cash
	FY 2021 -- $1,099,000	Property Tax / Free Cash
	FY 2022 -- $1,065,000	Property Tax / Free Cash
	FY 2023 -- $1,165,000	Property Tax / Free Cash
	FY 2024 -- $1,300,000	Property Tax / Free Cash
	FY 2025 -- $1,300,000	Property Tax / Free Cash
	Future Years -- $1,300,000	Property Tax / Free Cash

TOWN OF BROOKLINE, MASSACHUSETTS

Located four miles from downtown Boston, in Norfolk County, Brookline is one of the largest towns in New England. It is primarily a mature suburban, residential community with urban characteristics. The primary occupations of Brookline residents are management and professional, heavily concentrated in the fields of medicine and education.

The Town of Brookline continues to be a safe and highly desirable place to live, due to its proximity to job opportunities, excellent public transportation and school systems, and livable neighborhoods that balance green space, historic preservation, and outstanding commercial services. Surrounded by the City of Boston on three sides, Brookline consists of roughly six square miles of land.

The Town, which began as an agricultural community in the 17th century, became a streetcar suburb of Boston during the mid-19th century. By 1900, most of the remaining farmland had been divided into residential developments that were supported by the existing mass transit linkages. Brookline's transformation from farm to suburb meant that, unlike many other Massachusetts towns, it never had significant industrial areas. Currently less than 6% of Town land is zoned for commercial use.

Some important facts about Brookline include:

• Over the past several decades, Brookline's population has remained fairly stable, fluctuating between 54,000 and 59,000 since 1950. The current population is approximately 59,246. (Source: 2013-2017 American Community Survey 5-year estimates)

• 27.4% of Brookline's residents are foreign born. Currently, 82.3% of this population aged 5+ lived in a home where a language other than English was spoken and 32.3% stated that they speak English less than "very well". (Source: American Community Survey (ACS) 2011-2015)

• Brookline has continued to become more racially diverse over the past several decades with approximately 23.35% of the Town's population being minority or mixed-race. The fastest growing minority group is Asian, at nearly 15.7% of the population – a much higher percentage than Boston and many other surrounding communities. African-Americans comprise 3.3% of Brookline's population and Hispanics 5.9%. (Source: ACS 2013-2017)

• Brookline median housing prices are among the highest in Massachusetts with a current median assessed value of over $1,622,350 million for a single family home and $707,500 for a condominium. Nearly 49% of all renters and 27% of homeowners pay more than 30% of their incomes toward housing costs. (Source: Brookline Assessor's Office, ACS 2013-2017)

• Form of Government: Representative Town Meeting (240 Elected Town Meeting Members and eight At-Large) with five-member Select Board who appoints a Town Administrator.

BROOKLINE FACTS (Con't.)

• Brookline tax bills, while significantly higher than the state median, are lower than in other high per capita income communities. In addition, with condos comprising 60% of all residential parcels, it is important to note that the median tax bill with the residential exemption for a condo is $4,036, well under the median tax bill for a single-family home with a residential exemption $12,610 which makes up just 27% of residential parcels. (Source: Brookline Assessor's Office).

• As of 2010, there were 26,201 year round housing units in Town, of which 33% were located in buildings of more than 20 units. Approximately 9.89% of Brookline's housing units are on the State's Subsidized Housing Inventory (SHI).s. (Source: Census 2010 and Massachusetts Department of Housing and Community Development)

• 75% of the Town's residential land is zoned for single-family housing, while only 23.3% of Brookline's housing units are single family homes. (Source: Brookline Department of Planning and Community Development)

• The number of homeowner and renter households in Brookline is nearly even with approximately 50.9% of residents being homeowners. (Source: ACS 2013-2017)

• Brookline has eight distinct commercial areas – Coolidge Corner, Brookline Village, Washington Square, JFK Crossing, St. Mary's, Chestnut Hill, Putterham Circle, and Commonwealth Avenue. Each commercial district is unique and part of a residential neighborhood, providing a strong symbiotic relationship between residential and commercial uses.

• As of 2017, Brookline had approximately 1,900 business establishments, and 16,274 employees. (Source: 2017 Average Employment and Wages by Industry, Massachusetts Department of Unemployment Assistance Economic Research)

• 85% of Brookline residents work outside of Town. (Source: ACS 2013-2017)

• Brookline is well-serviced by public transportation with four bus routes and access to the MBTA Green C, D, and B lines. Currently, 26% of all households owned no vehicles while 47% of households owned only one vehicle. Nearly 56% of Brookline workers either walk, bike, or take public transportation to work or work at home. (Source: ACS 2013-2017)

• Brookline has significant protected parks and recreation resources including 506 acres of protected public and private conservation and park land. An additional 653 acres are unprotected public and private open space, including Allendale Farm, the area's last working farm. (Source: Brookline Comprehensive Plan 2005-2015)

BROOKLINE BY THE NUMBERS

Settled: 1638
Incorporated: 1705

Total Area: 6.82 square miles
Land Area: 6.79 square miles

Bond Rating: Aaa

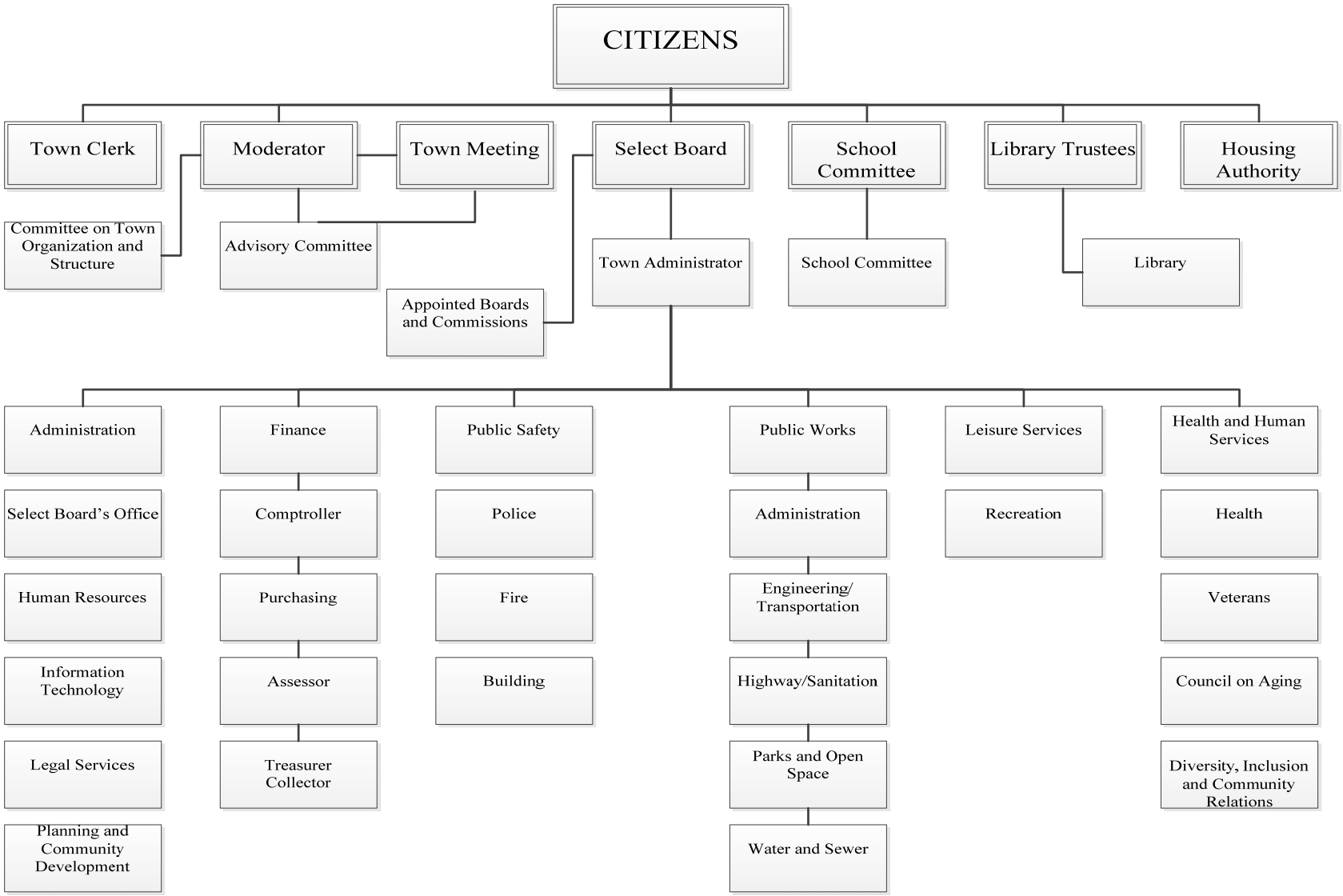
FY2019 Assessed Valuation: $25,120,408,409

FY2019 Tax Rate:
Residential $9.37
Commercial $15.37
Residential Exemption $2,593

Demographics (2011-2015 American Community Survey 5-year estimates)
Population: 59,132
Median Age (years): 34.5
White: 75.5%
Asian: 17.5%
Black or African American: 2.9%
Hispanic or Latino: 6.0%

Male: 43.4%
Female: 56.6%

TOWN OF BROOKLINE
Organizational Chart



TOWN OF BROOKLINE
FY2020 PROGRAM BUDGET

THE BUDGET PROCESS

The budget process begins each year in the fall when Town Administration staff work with departments on developing a preliminary Capital Improvement Program (CIP) and "maintenance budgets" for operating purposes. Department Heads also prepare expansion requests that are reviewed and prioritized for use if revenue is available. If the department has a board or commission, it reviews the requests before they are submitted to the Town Administrator. Eventually operating budget levels are set based on revenue availability as defined in the most recent Long-Range Financial Forecast.

The Town Administrator then develops the Financial Plan, which encompasses the recommended municipal budget, with costs, goals, and objectives for every department, the proposed Capital Improvements Program (CIP), and comments on all other fiscal matters for the ensuing fiscal year. The Financial Plan also includes the School Department appropriation, estimates of state and county assessments, collective bargaining objectives, and the property tax abatement reserve (Overlay).

In February*, the Town Administrator submits the recommended Financial Plan to the Select Board and Advisory Committee, which serves as the Town's Finance Committee and is appointed by the Town Moderator, for review and consideration. The Town Administrator, budget staff, and Department Heads regularly appear at meetings of these bodies to explain and defend the proposals contained in the Plan.

The budget is presented to Town Meeting upon the motion of the Advisory Committee and is contained in the Advisory Committee's report in the Combined Reports to Town Meeting. Also included in the Combined Reports are the Select Board's separate comments and recommendations.

Town Meeting must approve most budget items by a majority vote, with the exception of bond authorizations and deposits into or withdrawals from the Stabilization Fund, all of which require a two-thirds vote. Individual items within the proposed budget may be increased, decreased, or stricken so long as expenditures do not exceed available revenues. Only Town Meeting can amend the budget after adoption. If necessary, this is done at a subsequent Town Meeting.

The Town of Brookline prepares its basic financial statements on the basis of "generally accepted accounting principles" (GAAP). Governmental fund financial statements are reported using the flow of current financial resources measurement focus and the modified accrual basis of accounting.

*Per Town by-laws, the Town Administrator shall submit the Financial Plan by February 15th or the next town business day if said date falls on a weekend or holiday; or seven days after the Governor submits the annual budget to the General Court, whichever is later.

BUDGET PROCESS

CAPITAL IMPROVEMENT PROGRAM	DATES	OPERATING BUDGET
Fiscal Year Begins	July 1	Fiscal Year Begins
Request Forms distributed	July	
Board/Commission Public Hearings	Aug / Sept	
Request Forms due	September	Budget Forms distributed
Interdepartmental CIP Committee reviews requests	Sept / Oct	Boards/Commissions discuss/review needs with staff Department Heads prepare budget requests
Interdepartmental CIP Committee reviews preliminary recommendations	October	Budget Requests due
Interdepartmental CIP Committee submits final recommendations to Town Administrator Town Administrator submits Preliminary CIP to Select Board Preliminary CIP posted online in advance of the public hearing in December	Nov / Dec	Long-Range Financial Forecast is presented
Advisory Committee's Capital Subcommittee review the Preliminary CIP	Dec / Jan	Town Administrator and staff meet with Department Heads to ascertain the need for cutbacks and/or expansion based on projected revenue
Town Administrator submits Financial Plan to Select Board and Advisory Committee	February 15* (or next Town business day)	Town Administrator submits Financial Plan to Select Board and Advisory Committee
Select Board review and vote CIP Advisory Committee reviews and makes recommendations to Town Meeting	Feb-Apr	Select Board review and vote Budget Advisory Committee reviews and makes recommendations to Town Meeting
Town Meeting votes CIP	May / June	Town Meeting votes Budget
Fiscal Year ends	June 30	Fiscal Year ends

THE BUDGET PROCESS (con't.)

For budgetary financial reporting purposes, the Uniform Municipal Accounting System basis of accounting (established by the Commonwealth) is followed, which differs from the GAAP basis of accounting in the following ways:

- Real and personal property taxes are recorded as revenue when levied (budgetary), as opposed to when susceptible to accrual (GAAP).
- Encumbrances are recorded as the equivalent of expenditures (budgetary), as opposed to a reservation of fund balance (GAAP).
- The Retirement Board has been included as a component in the reporting entity, because of the significance of its operational and/or financial relationship (GAAP).

A reconciliation of budgetary-basis to GAAP-basis results for the general fund for the fiscal year ended June 30, 2018 is presented below:

Adjustments Between Budgetary Basis and GAAP Basis of Accounting in FY18

Excess of revenues and other financing sources (uses) over expenditures - budgetary basis	$ 3,125,052
Perspective Difference:	
Activity of the stabilization fund recorded in the General Fund for GAAP	59,628
Basis of accounting differences:	
Recognition of expenditures on modified accrual basis	(1,201,000)
Net change in recording 60-day receipts accrual	73,217
Tax refunds payable	(34,730)
Recognition of revenue for on-behalf payments	26,915,000
Recognition of expenditures for on-behalf payments	(26,915,000)
Excess of revenues and other financing sources over expenditures - GAAP basis	$ 2,022,167

TOWN OF BROOKLINE FISCAL POLICIES

As approved by the Select Board on June 28, 2011

RESERVE POLICIES

The Town shall maintain the following general, special, and strategic reserve funds:

• **Budget Reserve** – to respond to extraordinary and unforeseen financial obligations, an annual budget reserve shall be established under the provisions of MGL Chapter 40, Section 6. The funding level shall be an amount equivalent to 1% of the prior year's net revenue, maintained in the manner set out below. Any unexpended balance at the end of the fiscal year must go toward the calculation of free cash; no fund balance is maintained.

- o Funding from Property Tax Levy – an amount equivalent to .75% of the prior year's net revenue shall be allocated from the Property Tax levy to the Appropriated Budget Reserve.
- o Funding from Free Cash – an amount equivalent to 0.25% of the prior year's net revenue shall be allocated from Free Cash, per the Town's Free Cash Policies, to the Appropriated Budget Reserve.

• **Unreserved Fund Balance / Stabilization Fund** – the Town shall maintain an Unreserved Fund Balance plus Stabilization Fund in an amount equivalent to no less than 10% of revenue, as defined in the Town's Audited Financial Statements, with a goal of 12.5%. If the balance falls below 10% at the end of the fiscal year, then Free Cash shall be used to bring the amount up to 10%, as described in the Free Cash Policy, as part of the ensuing fiscal year's budget. The Stabilization Fund shall be maintained, under the provisions of MGL Chapter 40, Section 5B.

1. The Stabilization Fund may only be used under the following circumstances:
   a. to fund capital projects, on a pay-as-you-go basis, when available Free Cash drops below $2 million in any year; and/or
   b. to support the operating budget when Net Revenue, as defined in the CIP policies, increases less than 3% from the prior fiscal year.

2. The level of use of the Stabilization Fund shall be limited to the following:
   a. when funding capital projects, on a pay-as-you-go basis under #1a. above, no more than $1 million may be drawn down from the fund in any fiscal year. The maximum draw down over any three year period shall not exceed $2.5 million.
   b. when supporting the operating budget under #1b. above, the amount drawn down from the fund shall be equal to the amount necessary to bring the year-over-year increase in the Town's prior year net revenue to 3%, or $1 million, whichever is less. The maximum draw down over any three year period shall not exceed $2.5 million.

3. In order to replenish the Stabilization Fund if used in the year immediately following any draw down, an amount at least equivalent to the draw down shall be deposited into the fund. Said funding shall come from Free Cash.

Liability / Catastrophe Fund – established by Chapter 66 of the Acts of 1998, and amended by Chapter 137 of the Acts of 2001, this fund shall be maintained in order to protect the community against major facility disaster and/or a substantial negative financial impact of litigation. The uses of, and the procedures for accessing, the fund are prescribed in the above referenced special act. The target fund balance is 1% of the prior year's net revenue and funding shall come from available Free Cash and other one-time revenues.

RESERVE POLICIES (con't.)

Overlay Reserve – established per the requirements of MGL Chapter 59, Section 25, the Overlay is used as a reserve, under the direction of the Board of Assessors, to fund property tax exemptions and abatements resulting from adjustments in valuation. The Select Board shall, at the conclusion of each fiscal year, require the Board of Assessors to submit an update of the Overlay reserve for each fiscal year, including, but not limited to, the current balances, amounts of potential abatements, and any transfers between accounts. If the balance of any fiscal year overlay exceeds the amount of potential abatements, the Select Board may request the Board of Assessors to declare those balances a surplus, for use in the Town's Capital Improvement Plan (CIP) or for any other one-time expense.

FREE CASH POLICIES

Free Cash shall not be used for Operating Budget purposes. It shall be utilized in the following manner and order:

Appropriated Budget Reserve – an amount equivalent to 0.25% of the prior year's net revenue shall be appropriated as part of the Town's 1% Appropriated Budget Reserve Fund, as allowed for under MGL Chapter 40, Section 6 and as described in the Town's Reserve Policies.

Unreserved Fund Balance / Stabilization Fund – Free Cash shall be used to maintain an Unreserved Fund Balance plus Stabilization Fund in an amount equivalent to no less than 10% of revenue, as defined in the Town's Audited Financial Statements, with a goal of 12.5%, as described in the Town's Reserve Policies. If the Stabilization Fund were drawn down in the immediate prior fiscal year, then an allocation shall be made to the Fund in an amount at least equivalent to the draw down of the immediate prior fiscal year.

Liability/Catastrophe Fund – to the extent necessary, Free Cash shall be used to reach the funding target of the Town's Liability/Catastrophe Fund, as outlined in the Town's Reserve Policies.

Capital Improvement Program (CIP) – remaining Free Cash shall be dedicated to the CIP so that total CIP funding as a percent of the prior year's net revenue is not less than 7.5%, to the extent made possible by available levels of Free Cash.

Affordable Housing Trust Fund (AHTF) – in order to support the Town's efforts toward creating and maintaining affordable housing, 15% of remaining Free Cash shall be appropriated into the AHTF if the unreserved fund balance in the AHTF, as calculated in the Town's financial system, is less than $5 million.

Special Use – remaining Free Cash may be used to augment the trust funds related to fringe benefits, unfunded liabilities related to employee benefits, including pensions and Other Post-Employment Benefits (OPEB's), and other one-time uses, including additional funding for the CIP and AHTF.

CAPITAL IMPROVEMENT PROGRAM (CIP) POLICIES

Definition of a CIP Project

A capital improvement project is any project that improves or adds to the Town's infrastructure, has a substantial useful life, and costs $25,000 or more, regardless of the funding source. Examples of capital projects include the following:

. Construction of new buildings
. Major renovation of or additions to existing buildings
. Land acquisition or major land improvements
. Street reconstruction and resurfacing
. Sanitary sewer and storm drain construction and rehabilitation
. Water system construction and rehabilitation
. Major equipment acquisition and refurbishment
. Planning, feasibility studies, and design for potential capital projects

Evaluation of CIP Projects

The Capital Improvement Program shall include those projects that will preserve and provide, in the most efficient manner, the infrastructure necessary to achieve the highest level of public services and quality of life possible within the available financial resources.

Only those projects that have gone through the CIP review process shall be included in the CIP. The CIP shall be developed in concert with the operating budget and shall be in conformance with the Board's CIP financing policy. No project, regardless of the funding source, shall be included in the CIP unless it meets an identified capital need of the Town and is in conformance with this policy.

Capital improvement projects shall be thoroughly evaluated and prioritized using the criteria set forth below. Priority will be given to projects that preserve the essential infrastructure. Expansion of the capital plan (buildings, facilities, and equipment) must be necessary to meet a critical service. Consideration shall be given to the distributional effects of a project and the qualitative impact on services, as well as the level of disruption and inconvenience.

The evaluation criteria shall include the following:

- Eliminates a proven or obvious hazard to public health and safety
- Required by legislation or action of other governmental jurisdictions
- Supports adopted plans, goals, objectives, and policies
- Reduces or stabilizes operating costs
- Prolongs the functional life of a capital asset of the Town by five years or more
- Replaces a clearly obsolete facility or maintains and makes better use of an existing facility
- Prevents a substantial reduction in an existing standard of service
- Directly benefits the Town's economic base by increasing property values
- Provides new programs having social, cultural, historic, environmental, economic, or aesthetic value
- Utilizes outside financing sources such as grants

CAPITAL IMPROVEMENT PROGRAM (CIP) POLICIES (con't.)

CIP Financing Policies

An important commitment is providing the funds necessary to fully address the Town's capital improvement needs in a fiscally prudent manner. It is recognized that a balance must be maintained between operating and capital budgets so as to meet the needs of both to the maximum extent possible.

For the purposes of these policies, the following definitions apply:

- Net Operating Revenue - Gross revenues, less net debt exclusion funds, enterprise (self-supporting) operations funds, free cash, grants, transfers from other non-recurring non-general funds, and non-appropriated costs.

- Net Direct Debt (and Debt Service) - Gross costs from local debt, less Prop 2 1/2 debt exclusion amounts and amounts from enterprise operations.

- Net Tax-Financed CIP - Gross amount of appropriations for capital improvements from current revenues, less amounts for enterprise operations, grants, free cash, transfers, and non-recurring special revenue funds.

The Capital Improvements Program shall be prepared and financed in accordance with the following policies:

OUTSIDE FUNDING
State and/or federal grant funding shall be pursued and used to finance the capital budget wherever possible.

ENTERPRISE OPERATIONS - SELF SUPPORTING
Capital projects for enterprise operations shall be financed from enterprise revenues solely.

CIP BUDGET ALLOCATIONS - 6% OF NET REVENUES
Total net direct debt service and net tax-financed CIP shall be maintained at a level equivalent to 6% of prior year net operating revenues.

- TAX FINANCED ALLOCATION - 1.5% OF NET REVENUES
  Net tax-financed capital expenditures shall be maintained at a target level equivalent to 1.5% of prior year net operating revenues.

- DEBT-FINANCED ALLOCATION - 4.5% OF NET REVENUES
  Net direct debt service shall be maintained at a target equivalent to 4.5% of prior year net operating revenues.

CAPITAL IMPROVEMENT PROGRAM (CIP) POLICIES (con't.)

DEBT MANAGEMENT POLICIES

Debt financing of capital projects shall be utilized in accordance with the following policies:

• Debt financing for projects supported by General Fund revenue shall be reserved for capital projects and expenditures which either cost in excess of $250,000 or have an anticipated life span of five years or more, or are expected to prolong the useful life of a capital asset by five years or more. For projects supported by Enterprise Fund revenue, debt financing shall be reserved for capital projects and expenditures that cost in excess of $100,000.

• Bond maturities shall not exceed the anticipated useful life of the capital project being financed. Except for major buildings and water and sewer projects, bond maturities shall be limited to no more than ten years.

• Bond maturities shall be maintained so that at least 60% of the outstanding net direct debt (principal) shall mature within 10 years.

• Total outstanding general obligation debt shall not exceed 2.5% of the total assessed value of the property.

• Total outstanding general obligation debt per capita shall not exceed $2,385, which reflects $2,000 inflated annually since July 1, 2004. This amount shall continue to be adjusted annually by the consumer price index (CPI) for all urban consumers (northeast region all items).

• Total outstanding general obligation debt per capita shall not exceed 6% of per capita income, as defined by the Census Bureau of the U.S. Department of Commerce.

FREE CASH

After using free cash in accordance with the Town's free cash policy, available free cash shall be used to supplement the CIP so that total CIP funding as a percent of the prior year's net revenue is not less than 7.5%, to the extent made possible by levels of available free cash.

GLOSSARY OF TERMS

Accrual Basis - The basis of accounting under which transactions are recognized when they occur, regardless of the timing of related cash flows.

Annual Required Contribution (ARC) - An amount equal to the sum of 1.) the employer's cost of normal cost of retirement benefits earned in the current year and 2.) the amount needed to amortize any existing unfunded accrued liability over a period or not more than 30 years.

Appropriation - An authorization granted by Town Meeting to expend money and incur obligations for specific public purposes.

Assessed Valuation - A value assigned to real estate or other property by a government as the basis for levying taxes. In Massachusetts, assessed valuation is based on the property's full and fair cash value as set by the Assessors.

Balanced Budget - A budget in which estimated expenditures equal actual and estimated revenues.

Bond - A means to raise money through the issuance of debt.

Bond Anticipation Note (BAN) - Short-term debt instrument used to generate cash for initial project costs and with the expectation that the debt will be replaced later by permanent bonding. BANs are typically issued for a term of less than one year.

Budgetary Fund Balance - See "Free Cash"

Capital Improvement Program (CIP) - An appropriation or spending plan that uses borrowing or direct outlay for capital or fixed asset improvements. The Town's CIP is a six-year plan, with projects in the first year of the plan being voted by Town Meeting.

Cash Basis - A basis of accounting under which transactions are recognized only when cash is increased or decreased.

Chapter 70 - The school funding formula created under the Education Reform Act of 1993 by which state aid is distributed through the Cherry Sheet.

Chapter 90 - The formula by which state highway funds are distributed to communities. The formula is comprised of three variables: local road mileage, local employment level, and population estimates.

Chapter 121A - A designation given to certain development projects within Massachusetts that serve a public purpose or generate economic advancement in areas that are blighted and minimally marketable for private investment. This designation forms a special partnership between the State, the Town and the developer that results in a streamlined regulatory process and a negotiated alternative tax payment in lieu of real and personal property taxes.

Cherry Sheet - Named for the cherry-colored paper on which they were originally printed, the Cherry Sheet is the official notification to municipalities of the next fiscal year's state aid and assessments (to cover the cost of certain state and county programs).

Cherry Sheet Offset Items - Local aid that may be spent without appropriation in the budget, but which must be spent for specific programs (e.g., School Lunch Program, Library Aid).

Conditions of Appropriation - Conditions set forth in the budget vote which define how a particular appropriation is to be spent, whether and how transfers of funds from one category to another can be made, or any other conditions which Town Meeting may make on the appropriation.

GLOSSARY OF TERMS (con't.)

Debt Burden - The amount of debt carried by an issuer.

Debt Exclusion - An action taken by a community through a referendum to vote to raise the funds necessary to pay debt service costs for a particular project from the property tax levy, but outside the limits under Proposition 2½.

Debt Limit - The maximum amount of debt that a municipality may authorize for qualified purposes under state law.

Deficit - The excess of expenditures over revenues.

Enterprise Fund - Authorized by MGL Ch. 44, section 53F½, this fund is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services.

Equalized Valuation (EQV) - The full and fair cash value of property within a municipality.

Excess Levy Capacity - The difference between the levy limit and the amount of real and personal property taxes actually levied in a given year.

Expendable Trust Fund - An expendable trust is created to account for money and other property that is receivable to be held in trust and is to be used in accordance with the terms of a trust agreement. All assets of an expendable trust fund may be used, and thus expended, to carry out the objectives of the trust agreement, which generally restricts the purpose for which assets of the expendable fund may be used.

Fiscal Year - Since 1974, Massachusetts municipalities have operated on a cycle that begins July 1 and ends June 30.

Fixed Costs - Costs that are legally or contractually mandated, such as retirement, insurance, debt service, or interest on loans.

Free Cash (Also "Budgetary Fund Balance") - Remaining, unrestricted funds from operations of the previous fiscal year including unexpended free cash from the previous year, actual receipts in excess of revenue estimates shown on the tax recapitulation sheet, and unspent amounts in budget line-items. Unpaid property taxes and certain deficits reduce the amount that can be certified as Free Cash. The calculation of Free Cash is based on the balance sheet as of June 30, which is submitted by the community's comptroller. Free Cash is not available for appropriation until certified by the Commonwealth Director of Accounts.

Fund - An accounting entity with a self-balancing set of accounts that is segregated for the purpose of carrying on identified activities.

Fund Accounting - Organizing the financial records of a municipality into multiple, segregated locations for money.

Fund Balance - The difference between assets and liabilities reported in a governmental fund.

Generally Accepted Accounting Principles (GAAP) - Uniform minimum standards and guidelines for financial accounting and reporting that serve to achieve some level of standardization.

General Fund - The fund used to account for most financial resources and activities governed by the normal Town Meeting appropriation process.

Levy - The amount a community raises through the property tax.

GLOSSARY OF TERMS (con't.)

Levy Ceiling - One of two types of levy restrictions imposed by Proposition 2½. It states that, in any year, the real and personal property taxes imposed may not exceed 2½ percent of the total full and fair cash value of all taxable property.

Levy Limit - One of two types of levy restrictions imposed by Proposition 2½. It states that the real and personal property taxes imposed by a city or town may only grow each year by 2½ percent of the prior year's levy limit, plus new growth and any overrides or exclusions.

Local Aid - Revenue allocated by the state to municipalities. Estimates of local aid are transmitted annually by the "Cherry Sheets."

Local Receipts - Locally generated revenues, other than real and personal property taxes. Examples include fees, fines, and investment income.

Maintenance Budget - A "no-growth" budget that continues appropriations for programs and services at their current year levels. The actual appropriation to maintain programs and services may still increase due to inflation or other factors.

Modified Accrual Basis: - The accrual basis of accounting adapted to the governmental fund type, wherein only current assets and current liabilities are generally reported on fund balance sheets and the fund operating statements present financial flow information (revenues and expenditures). Revenues are recognized when they become both measurable and available to finance expenditures of the current period. Expenditures are recognized when the related fund liability is incurred except for a few specific exceptions. All governmental funds and expendable trust funds are accounted for using the modified accrual basis of accounting.

New Growth - The additional tax revenue generated by new construction, renovations, and other increase in the property tax base during a calendar year.

Non-Expendable Trust Fund - A non-expendable trust fund is created to account for money and/or property received, the principal amount of which is to be retained intact, the income of which is restricted by a trust agreement.

Normal Cost - the value of benefits that employees are expected to earn during the current year.

Operating Budget - A plan of proposed expenditures for personnel, supplies, services, and other expenses for the fiscal year.

Other Post-Employment Benefits (OPEBs) - Retirement benefits other than conventional pension benefits, including medical, dental, life insurance and long-term care benefits.

Overlay - An account established annually 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. Overlay surplus may be appropriated for any lawful purpose.

Override - A vote by a community at an election to permanently increase the levy limit.

Payments in Lieu of Taxes (PILOT) - An agreement between a municipality and an entity not subject to taxation, such as charitable or education organizations, in which the payer agrees to make a voluntary payment to the municipality.

GLOSSARY OF TERMS (con't.)

Proposition 2½ - A tax limitation measure adopted by state-wide referendum in 1980 (MGL Ch. 59, section 21C) which limits the ability of the Town to increase its budget from year to year. The principle provision outlines the Levy Ceiling and Levy Limit of a community. To override these tax limitations requires a Town-wide referendum.

Reserve Fund - An amount set aside annually within the budget of a town (by law, not to exceed 5% of the tax levy for the preceding year) to provide a funding source for extraordinary or unforeseen expenditures.

Residential Exemption - An option that allows a community to grant an exemption to owner-occupied residential properties of up to 20% of the properties assessed value.

Revenue Anticipation Note - A short-term loan issued to be paid off by revenues, such as tax collections and state aid. RANs are full faith and credit obligations.

Revolving Fund - Allows a community to raise revenues from a specific service and use those revenues without appropriation to support the service.

School Building Assistance Program (MSBA) - Established in 1948 and frequently revised by statutory amendments, this state program reimburses municipalities varying percentages of their school construction costs depending on the wealth of the community and the category of reimbursement.

Special Revenue Fund - A fund, established by statute only, that contains revenues that are earmarked for and restricted to expenditures for specific purposes. Special revenue funds include revolving funds, grants, and gifts.

Stabilization Fund - A fund designed to accumulate amounts for future spending purposes, although it may be appropriated for any lawful purpose. A two-thirds vote of Town Meeting is required to appropriate money from the stabilization fund.

State Aid Anticipatory Note (SAAN) - A short-term loan issued in anticipation of a state grant or aid.

Tax Anticipation Note - A short-term note issued to provide cash to cover operating expenses in anticipation of tax proceeds.

Tax Rate Recapitulation Sheet ("Recap") - A document submitted by a municipality to the state Department of Revenue in order to set a property tax rate. The recap sheet shows all estimated revenues and actual appropriations that affect the property tax rate.

Underride - A vote by a community to permanently decrease the tax levy limit. As such, it is the exact opposite of an override.

Undesignated Fund Balance - Monies in the various government funds as of June 30 which are neither encumbered nor reserved, and are therefore available for expenditure once certified as part of Free Cash.

Unfunded Actuarial Accrued Liability (UAAL) - the portion of the unfunded benefits earned in prior years.

Unfunded Pension Liability - The difference between the value assigned to the retirement benefits already earned by a municipality's employees and the assets the local retirement system will have on hand to meet these obligations. The dollar value of the unfunded pension liability is re-determined every three years and is driven by assumptions about interest rates at which a retirement system's assets will grow and the rate of future cost of living increases to pensioners.

Selected Acronym Table

ADA	Americans with Disabilities Act
ARC	Annual Required Contribution
ARRA	American Recovery and Reinvestment Act
CAC	Climate Action Committee
CDBG	Community Development Block Grant
CDL	Commercial Driver's License
CERT	Civilian Emergency Response Team
CIMS	Critical Infrastructure Monitoring System
CIP	Capital Improvements Program
CMMS	Cartegraph Maintenance Management System
COA	Council on Aging
COLA	Cost-of-Living-Allowances
COOP	Continuity of Operations Plan
CORI	Criminal Offender Record Information
CPA	Community Preservation Act
BAT	Brookline Access Television
B-CASA	Brookline Coalition Against Substance Abuse
BEEP	Brookline Early Education Program
BPD	Brookline Police Department
BPL	Brookline Public Library
DAS	Distributed Antenna System
DOR	Massachusetts Department of Revenue
DPW	Department of Public Works
EAP	Employee Assistance Program
EECBG	Energy Efficiency and Conservation Block Grant
EFT	Electronic Funds Transfer
EIC	Efficiency Initiative Committee
EMT	Emergency Medical Treatment/Technician
EOC	Emergency Operations Center
ERI	Early Retirement Incentive
FEMA	Federal Emergency Management Association
FTE	Full-time equivalent
FPAC	Financial Planning Advisory Committee
GAAP	Generally Accepted Accounting Principles
GASB	Government Accounting Standards Board
GIS	Geographic Information System
GIC	Group Insurance Commission
GPS	Global Positioning System
GREAT	Gang Resistance Education and Training
HMO	Health Maintenance Organization
HRA	Health Reimbursement Account
HRIS	Human Resource Information System
HUD	Federal Department of Housing and Urban Development
IMGC	Information Management Governance Committee
IOD	Injured on Duty
ITAC	Information Technology Advisory Committee
IT	Information Technology
ITD	Information Technology Department
KwH	Kilowatt Hour
LED	Light Emitting Diode
LEED	Leadership in Energy and Environmental Design
MBTA	Massachusetts Bay Transportation Authority
MCAS	Massachusetts Comprehensive Assessment System
MGL	Massachusetts General Laws
MLC	Municipal Lien Certificate
MSBA	Massachusetts School Building Authority
MWPAT	Massachusetts Water Pollution Abatement Trust
MWRA	Massachusetts Water Resources Authority
NCLB	No Child Left Behind
NEA	National Endowment for the Arts
OPEB	Other Post Employment Benefits
OPM	Owner's Project Manager
OSC	Override Study Committee
OSHA	Occupational Safety and Health Administration
OT	Overtime
PEC	Public Employee Committee
PERAC	Public Employee Retirement Administration Commission
PILOT	Payments In-Lieu-Of-Tax
PSB	Public Schools of Brookline
RMV	Registry of Motor Vehicles
SADD	Students Against Destructive Decisions
SBA	School Building Assistance
SOPs	Standard Operating Procedures
SWAC	Solid Waste Advisory Committee
UAAL	Unfunded Actuarial Accrued Liability
VA	U.S. Department of Veterans Affairs
VFW	Veterans of Foreign Wars
VOIP	Voice Over Internet Protocol
ZBA	Zoning Board of Appeals