TOWN OF BROOKLINE

FY-2017 FINANCIAL PLAN

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TOWN OF BROOKLINE
FY2016 PROGRAM BUDGET

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February 16, 2016

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

I am pleased to submit for your consideration the Fiscal Year (FY) 2017 Budget and Financial Plan. The FY 2017 Budget balances over $291 million in revenue and expenses, including operation of the Town's enterprise activities. This budget represents an increase of 4.1% over the prior fiscal year. FY 2017 represents the second year of a three-year financial plan that allocates additional taxing and other revenue/expenditure capacity to the School Department to support programs and services in an increasing enrollment environment. Approved by Brookline voters in April of 2015 by a 62% margin, a Proposition 2½ General Tax Override provided $7,665,000 in additional taxing capacity. $6,200,000 was allocated last year (FY 2016) and the balance of $1,465,000 will be allocated in FY 2017. In addition, $1 million will be allocated to the School Department in FY 2017 from non-tax revenue increases and expenditure reductions/efficiencies generated within municipal department operations.

GENERAL FRAMEWORK OF THE THREE-YEAR PLAN

In millions of $'s

Revenue

$7.665	Override Funds
$2.289	Non-property tax efficiencies and revenues
$9.954	Total Plan

Expenditures

	Year 1	Year 2	Year 3	**Total**
Override funds	$6.20	$1.465	$0	**$7.665**
Non-override funds		$1.00	$1.29	**$2.289**
	$6.20	$2.465	$1.29	**$9.954**

This additional taxing capacity and other revenue are on top of the annual revenue allocation process the Town employs. As part of the Town School Partnership program, a formula is used to allocate the budget by dividing new general revenue 50/50 between Town Departments and the School Department. This formula further modifies the budget allocation by assessing actual benefit (e.g. health insurance) costs and offsetting the impact of mandated fixed costs (e.g. special education and enrollment). After all of these factors are considered in the formula, the FY 2017 Budget allocates an additional $4,776,173 in new revenue to the School Budget, representing a 5% increase over FY 2016. Town departments will be allocated an additional $1,719,425 representing a 2.5% increase.

Despite this new taxing capacity and additional revenue, pressures on the expenditure side of the ledger are making the FY 2017 Budget a difficult year. Enrollment in the public schools continues unabated in FY 2017. As of October, 2015, 7,412 students were enrolled in Brookline Public Schools, representing an increase of 165 students from the previous year and 1,034 since 2010. After several years of modest growth in the Town's health insurance costs, inflation in the health care industry is back. This Budget assumes 7.5% composite growth in the health insurance plans offered by the Commonwealth's Group Insurance Commission (GIC). To put this in perspective, a 7.5% increase in the Town's health insurance costs is $1,888,052 representing two-fifths of the new annual taxes allowed under Proposition 2½. As a result, funding for municipal departments was very tight, mostly limited to contractual wage and benefit increases. Capital equipment purchases were scrutinized and no increase in permanent staffing was recommended. In the event the actual costs for health insurance come in lower than projected, we will reallocate funding to the high priority areas that are discussed in the Policy Issues and Initiatives section.

In summary, the FY 2017 Budget:

- Allocates the remaining $1,465,000 in additional property tax revenue made available from last year's Proposition 2½ Tax Override referendum to the School Department.

- Allocates $1 million in "budget capacity" made available from non-property tax revenue and operating expenditure efficiencies within Town departments to the School Department.

- Projects $10.1 million in new general revenue, including a 2.5% increase in the tax levy, an additional $2.65 million in taxes resulting from new construction (New Growth), an increase in State Aid of $688,971, and $268,013 in Local Receipts.

- Recommends an increase of 5% in the appropriation to the School Department and an increase of 2.5% in Town Departments.
- Develops a long range Capital Improvement Plan including the funding of a Capital Budget in FY 2017 of $25.9 million.
- Meets all of the financial policies of the Town with respect to funding reserves and long term financial obligations of the Town.

	FY 2016	FY 2017	$$$ CHANGE	% CHANGE
REVENUES				
Property Tax	195,049,924	204,023,297	8,973,373	4.6%
Local Receipts	23,568,685	23,836,698	268,013	1.1%
State Aid	18,837,306	19,526,277	688,971	3.7%
Free Cash	5,016,500	5,311,538	295,038	5.9%
Other Available Funds	7,925,643	7,840,067	(85,576)	-1.1%
Enterprises (net)	29,566,993	30,877,664	1,310,671	4.4%
TOTAL REVENUES	**279,965,051**	**291,415,541**	**11,450,490**	**4.1%**
EXPENDITURES				
Municipal Departments	69,403,454	71,122,877	1,719,423	2.5%
School Department	95,916,093	100,692,256	4,776,163	5.0%
Non-Departmental	66,563,621	71,546,531	4,982,910	7.5%
Special Appropriations	10,113,000	8,879,374	(1,233,626)	-12.2%
Enterprises (net)	29,566,993	30,877,664	1,310,671	4.4%
Non-Appropriated	8,401,892	8,296,837	(105,055)	-1.3%
TOTAL EXPENDITURES	**279,965,051**	**291,415,542**	**11,450,491**	**4.1%**

In the sections that follow, a more detailed review of revenues and expenditures is addressed.

REVENUES

Taxes: Property taxes represent over two-thirds of the total revenue available to the Town. Under Proposition 2½, a municipality's tax levy is capped to no more than 2.5% greater than the prior year. Periodically, a town may seek an "override" of this limit through a voter referendum. A General Override increases taxes permanently, since the additional taxes become part of the base which future annual 2.5% increases are calculated upon. Last year, voters approved a General Override of $7,665,000. However, as part of this Override plan, it was agreed that $6,200,000 would be levied in FY 2016 with the remaining $1,465,000 to be levied in FY 2017.

Overall, property taxes are projected to increase by $8.97 million in FY 2017, or 4.6% over FY 2016. The FY 2017 Property Tax Levy is made up of:

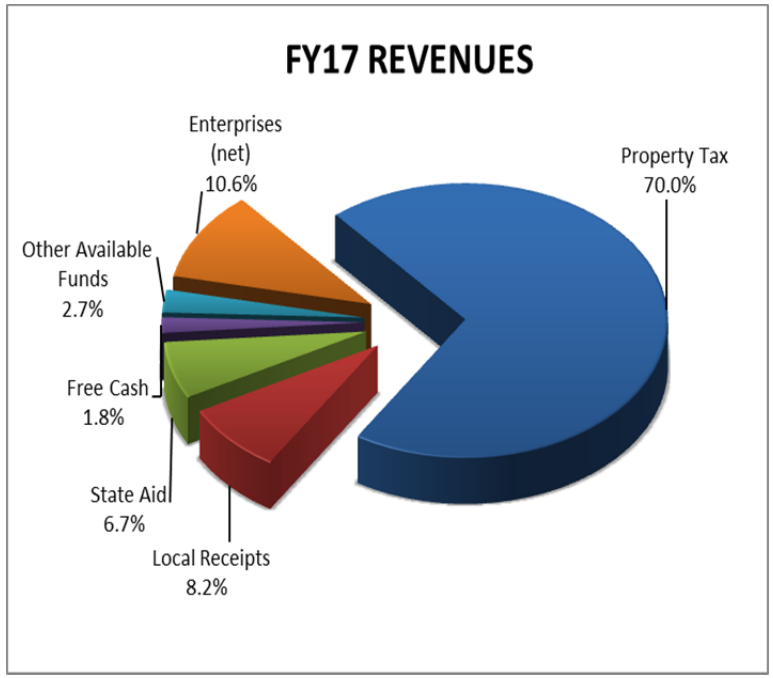
PROPERTY TAXES	
FY16 base levy (less yr. 2 funds)	193,973,924
FY17 remaining override funds	1,465,000
Prior Year Levy Limit	195,438,924
2 1/2 % Increase	4,885,973
New Growth	2,650,000
Debt Exclusion (Debt Service Costs)	1,048,400
Annual Levy FY 2017	**204,023,297**

The $1.048 million referenced above is attributable to meet the debt service on the prior High School project that the voters excluded from the Proposition 2½ levy limit. This tax amount will be eliminated in FY 2020. The Debt Exclusion vote passed last year to rebuild and enlarge the Devotion School is projected at $49,576,000 and commences in FY 2019. This debt will be amortized over a 25 year period.

The Town's goal is to increase the relative share of the commercial tax base. In addition to increased taxes from new commercial construction, such development provides relief to residential taxpayers because the Town employs a dual tax rate (classification). In FY 2016, the tax rate for the commercial sector is 171.5% higher than the residential rate. Additional commercial development adds jobs, vitality and residual revenue (e.g. meals taxes and parking meter receipts) for the Town. FY 2017 represents the first year of new taxes of the former Red Cab site, where a new "extended stay" hotel is being built. Progress has also been made on two other major commercial projects that will contribute to this growth, including the development of a hotel and related retail/residential development at the former Circle Cinema site in Cleveland Circle and a major office complex at 2 Brookline Place.

Local Receipts: FY 2017 Local Receipts are projected to increase by $268,013, or 1.1% over FY 2016. This category of revenue includes a variety of sources generated by Town fees and charges. Most prominent are the Motor Vehicle Excise (MVE) tax, Parking and Traffic fines, Building Permit fees, the Trash Collection charge, and Local Option taxes (meals and lodging). The modest increase in Local Receipts is understated due to the conversion of a rental housing project from a special taxing agreement (121A) to a traditional property tax payment. This special tax agreement has expired and the regular tax payment will now be recorded in the Property Tax category of revenue. Local receipts is also understated due to the accounting of the Town's parking meter revenue. State law requires this revenue to be accounted in a special fund that we include in the Other Available Funds category. As part of the three-year Override plan, the Town committed to an increase in the on street parking meter rate of $.25/hour (for a total rate of $1.25/hour). This increase will generate $850,000 in FY 2017. As part of this revenue increase, we have programmed funding in the CIP to upgrade the remaining coin operated meters to digital units that

accept credit/debit cards. In addition, the Town will be experimenting with pay by cell technology that allows users the ability to pay their meter charge through a mobile phone application.



The Town has been aggressive in negotiating Payment In Lieu of Taxes (PILOT) agreements with non-profit entities that are exempt from paying local property taxes. In FY 2017, several new agreements were reached. The major PILOT agreement is with Boston University, which includes a provision to capture increasing real estate market value. A new revenue source beginning in FY 2017 is a payment to the General Fund from a Host Community Agreement (HCA) negotiated with New England Treatment Access for their operation of a medical marijuana dispensary in Brookline. This agreement provides that NETA will pay 3% of gross revenue split evenly between the Town and to the Brookline Community Foundation. For FY 2017, we have projected $125,000 in revenue will come to the Town from this agreement. The Town's success in developing this revenue source is directly attributable to Steve Cirillo, the Town's Finance Director. Finally, the Town negotiated a new agreement with its Emergency Medical Services provider, Fallon Ambulance. In addition to providing this valuable service at no cost to the Town, the new agreement requires Fallon to make certain payments to the Town.

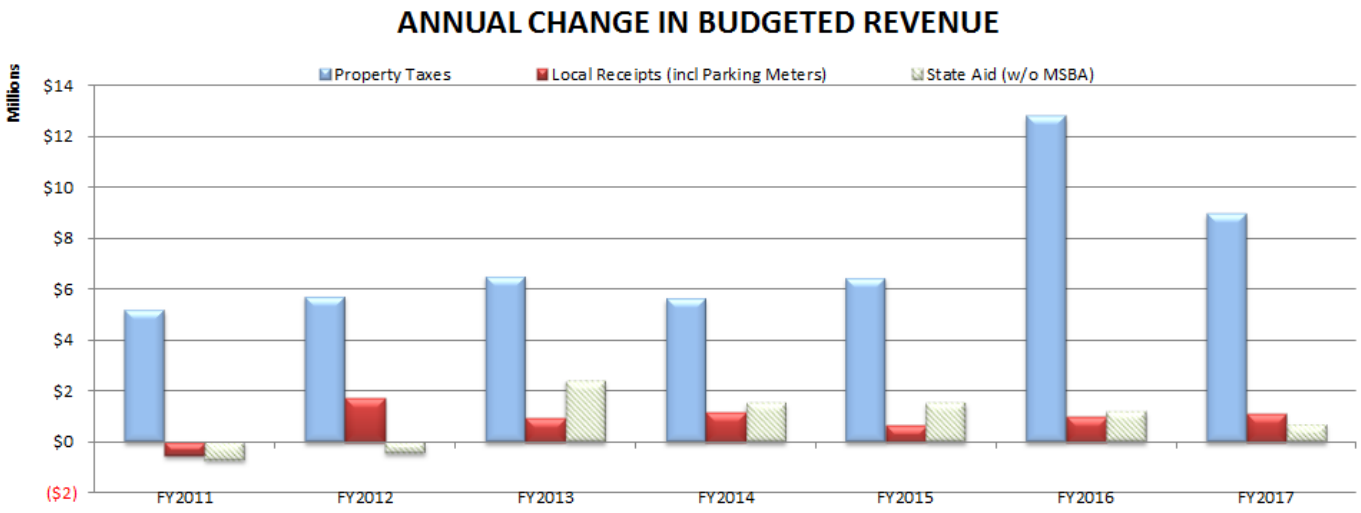
State Aid: Overall, aid from the Commonwealth of Massachusetts is projected to increase by $688,971, or 3.7% over FY 2016. In recent years, the Town has benefitted from implementation of a state policy guaranteeing a minimum of 17.5% state funding contribution for local education. The Commonwealth has nearly reached this level in FY 2017, meaning the increase in annual aid will be moderate in the future. The increase seen this year is largely driven by an increase in enrollment which is part of the foundation budget formula. Governor Baker has proposed an increase in the Unrestricted General Government Aid category by the same rate of increase in state revenue, meeting his commitment for "revenue sharing" between the state and its municipalities. All other state aid categories are projected to remain level. Each year, revenue from State Aid can be uncertain given the politics of the state budget process. This year, we believe that the Governor's state aid recommendations represent a likely outcome of this process and we have used them without modification.

Other Available Funds: The Town will allocate $7,840,067 from a number of revenue sources comprising this category. Mostly, this revenue comes from charges to separate Enterprise or Revolving Funds that are raised to offset general government expenses benefitting those funds. As previously discussed in the Local Receipts section, the Town will realize an additional $850,000 in Parking Meter revenue resulting from a $.25/hour increase. Unlike the last two budget cycles, the Town will not be projecting any surpluses from prior year capital projects to fund the Capital Budget in FY 2017. As a result, Other Available Funds is actually reduced from FY 2016 by $85,576, or a reduction of 1.1%.

Free Cash: Free Cash is a term specific to Massachusetts local government. Essentially, it is the State's approved amount of a municipality's unreserved fund balance from the prior year's Budget. The Town has a very detailed policy on the use of Free Cash. It is used only for non-recurring purposes such as reserves and capital expenses. The amount of Free Cash to support these purposes in FY 2017 is $5,311,538 (see table to the rights). Please note that the total certified Free Cash available for the Town to appropriate is $7,811,538. In order to meet the Town's policies on maintaining a sufficient level of unrestricted reserves, we will leave $2.5 million unappropriated in FY 2017.

Free Cash Certification	**$7,811,184**
1. Operating Budget Reserve	$587,184
2. Unreserved Fund Balance/Stabilization Fund	$2,500,000
3. Liability Reserve (to get fund to 1% of Prior Yr Net Revenue)	$144,322
4. Capital Improvements (to get to 7.5% of Prior Yr Net Revenue)	$3,523,105
5. Affordable Housing Trust Fund (since Fund Balance below $5M)	$158,539
Sub-Total	$6,913,150
Amt available for Special Use (#6)	$898,034
6. Special Use:	
Additional CIP	$898,034

Enterprises: The Town maintains three special funds to account for its business like activities. These include the Golf Course, the Water and Sewer Utility, and the Recreation Revolving Fund. This revenue is offset 100% on the expenditure side of this Budget. In FY 2017, the revenue (and expenses) of these funds will increase by about $1.3 million, or 4.4% over FY 2016. The Recreation Department believes that it has reached the threshold of what is tolerable for cost recovery in the revolving fund and, as a result, no further shift in general fund expenses to the revolving fund is possible in FY 2017.



EXPENDITURES

Municipal Departments: For FY 2017, it is proposed that funding for all municipal (non-school) departments be $71,122,877, an increase over FY 2016 of 2.5%. This amount is inclusive of a reserve for wage and salary increases for municipal employees, conditional upon negotiated settlements. For the most part, increases in municipal departments were limited to funding the fixed costs of contractual step increases for eligible personnel.

As committed to in last year's Override proposal, $500,000 worth of FY 2017 budget capacity otherwise allocated to Municipal Departments was reallocated to the School Budget through the Town School Partnership formula. In order to meet this commitment and to absorb higher than projected health insurance cost increases, equipment replacement in most municipal departments was limited and investments in additional personnel or expenses was not possible.

Please refer to the Departmental Budget section for a more detailed review of changes in individual municipal department budgets. The following highlights some of these changes:

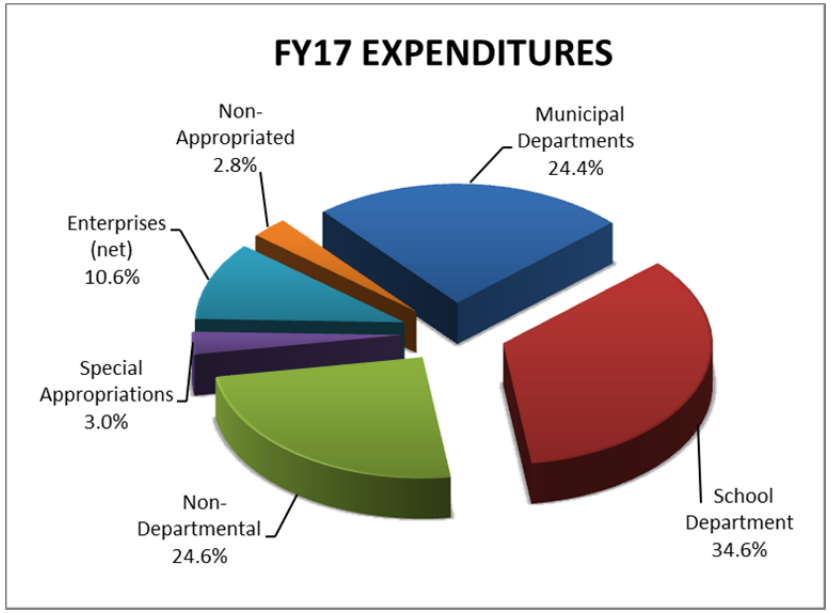
- The Department of Public Works budget reflects savings associated with the implementation an automated Pay as You Throw Program (PAYT) and results in the reduction of three laborer positions.

- The Information Technology budget increases $62,186 (3.41%) and reflects the shift away from Capital needs (servers and software) to operating expenses (software subscription and cloud based services) highlighted in the Preliminary CIP.

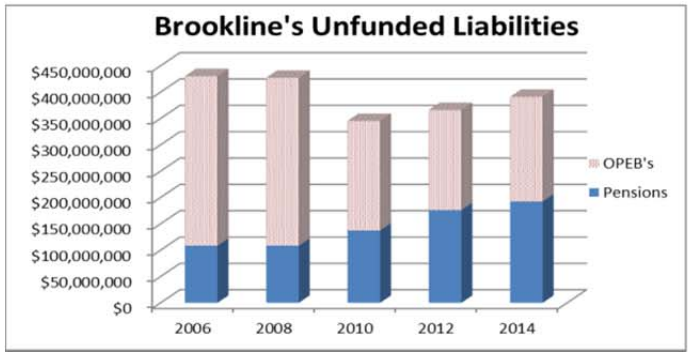
- Additional funding has been recommended for Outside Counsel based on higher than projected litigation expenses. This cost center has resulted in consecutive year reserve fund transfer requests. While the funding has been allocated to the Town Counsel budget it will also be used to support the Human Resources Department and allow for improved coordination among these departments on the overall legal strategy exercised by the Town.

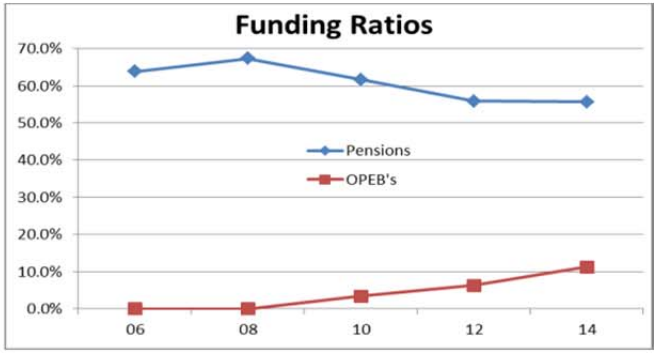
- Credit Card Service charges have been consolidated under the Finance Department for FY2017. This recognizes the importance of managing the impacts of microtransactions related to parking meters, over the counter credit card usage, and expanded usage online. This is being done in parallel to the Town's consideration of whether or not it is appropriate to absorb these costs or pass some, or all, of the charge onto the customer.

- Expenses in the Town Clerk are increased based on three elections during FY2017.



School Department: The Town determines its proposed budget for the School Department through a comprehensive formula established in connection with the Town School Partnership agreement. Essentially, this formula splits general revenue growth equally between Municipal and School budgets, adjusting for certain fixed costs that are difficult to control (enrollment and special education for example). In FY 2017, further adjustments to the formula were made by allocating the remaining Override tax capacity and $500,000 of budget capacity otherwise allocated to Municipal Departments. The overall budget allocation to the School Department in FY 2017 is $100,692,256, representing an increase over FY 2016 of 5%, inclusive of reserve accounts for collective bargaining and personnel benefits. Please refer to the Superintendent's budget proposal for a more detailed review of this budget. It should be noted that the current budget only includes school enrollment growth of 30 enrollees for year-over-year turnover, and does not include staff growth associated with year 2 of the override plan. Once the GIC rates are announced in March the School Department should have a better understanding of projected employee growth which will inform an update to these budget assumptions.





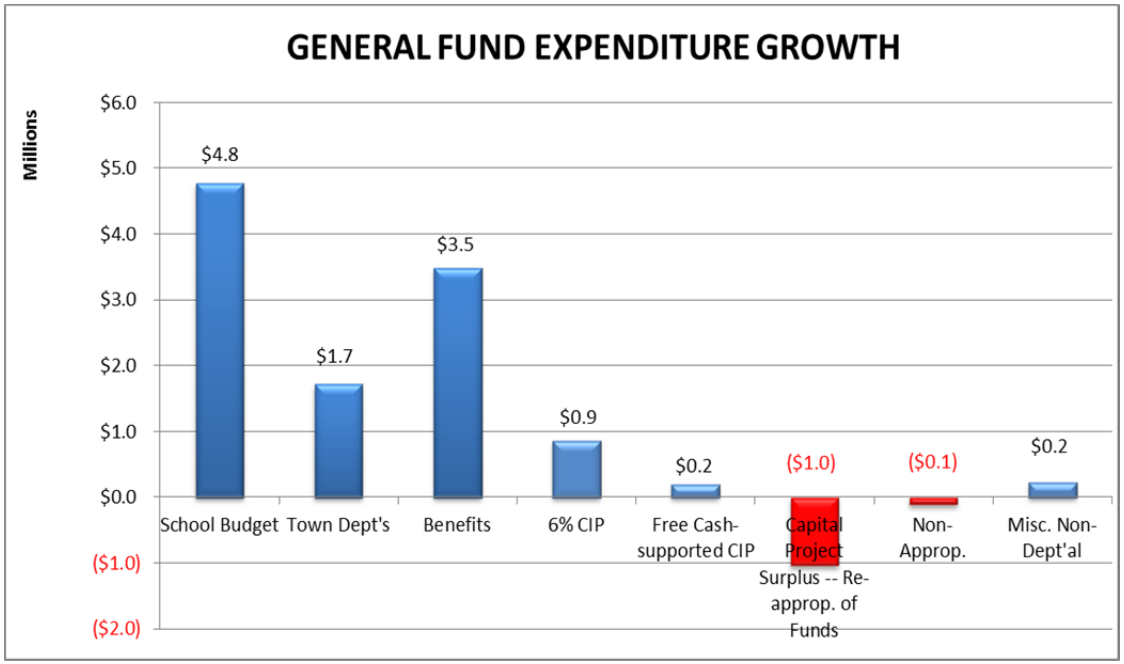
Non-Departmental: This is a large category of expenses that incorporates personnel benefits for municipal and school employees, debt service on bonds, insurance coverages and special reserve funds. The proposed budget for FY 2017 is $71,546,530, an increase of 7.5% over FY 2016. The largest component of these expenses is the cost of health insurance for the Town's eligible employees and retirees (including employees and retirees of the School Department). After many years of extremely low rate increases from the Group Insurance Commission, health care inflation has reverted back to its historic levels. We are budgeting for a 7.5% composite rate increase in GIC plans increase for Group Health Insurance. This, combined with a reserve for enrollment changes, represents an overall increase of over $2.2 million. Fortunately, the effect of this increase is partially offset by the remarkable reduction in world oil prices, resulting in cost savings in the Town's diesel, gasoline and heating fuel costs of $121,000.

The Town continues to proactively fund its long-term liability for pensions and retiree health care benefits (OPEB). I am particularly pleased to be able to maintain the Town's allocation of revenue to the OPEB Trust Fund. In FY 2017, we are appropriating an additional $275,000 for a total sum of $3,774,838 for this purpose. This will allow the Town to reach the Annual Required Contribution (ARC), which is an actuarially determined long term funding plan similar to the one underway to eliminate our unfunded Pension obligation. The Town of Brookline remains one of a handful of municipalities who are proactively addressing the OPEB problem.

Special Appropriations: The Town funds its Capital Improvement Program (CIP) through a combination of current funding and debt. The current revenue-financed portion of the CIP is $8.9 million in FY 2017. This includes $4.5 million funded by general operating revenue combined with $4.4 million from Free Cash. Together, these funds represent 7.9% of the Town's prior year net revenue. For a more detailed review of the CIP, please see the Capital Improvement Plan section of this Budget Message and Section VII of this Financial Plan.

Non-Appropriated: This category includes required expenses that are raised directly without appropriation by Town Meeting. This includes State Charges, of which the largest sum is the Town's assessment to the MBTA ($5.12 million); the Overlay, which is a reserve for tax abatements and exemptions issued by the Board of Assessors ($1.8 million); and the Norfolk County assessment ($863K). Overall, the cost of Non-Appropriated items in FY 2017 is $8,296,837 million, representing a slight decrease from FY 2016.

Enterprises: The Town funds its Water/Sewer, Recreation and Golf activities largely through self-supporting revenues. These are accounted for separately from the Town's General Fund through formal enterprise and revolving funds. The net cost of Enterprises in FY 2017 is $30.9 million, an increase over FY 2016 of 4.4%. Increased cost pressures from the new sick leave policy and statewide minimum wage increases have limited the Recreation Department's ability to shift expenses from the General Fund to the Revolving Fund.



FY 2017 POLICY ISSUES AND INITIATIVES

A Budget is intended to be a policy and management tool, not just a collection of numbers that balance. It is with this in mind that we label our Budget document a Financial Plan. This section of my Budget Message relates to some fundamental policy issues impacting the FY 2017 Budget and Town government operations.

Diversity and Inclusion: The confluence of unfortunate employee incidents, the lack of diversity in the ranks of Town management and a growing unrest with race relations nationally has placed the Town in the crosshairs of a controversial and contentious debate about racism. The issue is a very personal and emotional one for all involved. In some cases, the disputes involve legal claims and conflicting laws or regulations. There is no easy answer to address this matter, but it will require the investigation of allegations of discriminatory behavior, the defense/adjudication of claims for damages, the participation of stakeholders and the facilitation of trusted third parties. Funding is available throughout the Town's Budget to support such activities, including programs of the Diversity, Inclusion and Community Relations Commission, the Legal Department, the Human Resources Department and the Selectmen's Office.

Creating a Culture of Performance Management: Over the last few years, Brookline's town government has begun to focus on the use of data to improve performance and set funding priorities. This Financial Plan requires each department to establish objectives and identify ways to measure performance consistent with these objectives. It is not enough to simply count the number of potholes filled or books loaned. Rather, performance management seeks to measure the quality of those services and to benchmark this quality against others in an effort to improve results. Many of our departments have had success in converting output measures to more meaningful performance data that helps improve results and ultimately the quality of municipal services. But it is has not permeated the organization. Greater use of performance management in Brookline's local government is essential to meet increased citizen demands for public services, greater interest on the part of elected leaders and advisory committees to make informed budgetary decisions, and to create accountability in the management of the Town's financial resources.

In FY 2017, I have prioritized discretionary professional services funding under my control to provide practical training and development to the Town's department heads and mid management personnel. It is my goal to create a culture of performance management in Brookline, where the use of data will become the fundamental way in measuring performance, improving results and tracking progress towards meeting goals and objectives. I will also use this funding to create formal mechanisms linking the use of performance management with the budget process and the evaluation of management personnel.

On a related matter, the Town continues to enhance its use of technology and social media applications to make its government data more accessible and transparent.

Finally, in FY 2017 we will be reviewing the result of the second edition of the National Citizen Survey. This survey is a tested instrument designed to survey the opinions of Brookline's residents on a host of questions about municipal policies, programs and services. Last issued in 2014, we look forward to comparing the results of the newer survey and to benchmark this data with hundreds of other municipalities who employ this product.

Building Operations and Maintenance: Last year, I reported on the need to study the operations of the Building Division, which is responsible for the repair, operations and management of most Town and School buildings. A study was completed by Matrix Consulting in January of 2016 that involved a comprehensive evaluation of this organizational unit. They studied the Management, Organization, Staffing and Operations of the division and identified many findings and recommendations, including among them;

- The need to develop a longer term strategic plan
- The value of investing in preventative maintenance
- The enhanced use of technology and the Town's web site
- The need for increased staffing and other resources to meet demands
- The importance of coordinated energy monitoring and reporting

In coordination with the School Department, I will be developing plans to address this important study.

Technology: The adaptation to and use of technology is an ongoing policy priority of the Town. In FY 2017, we will be testing the use of mobile technology in the Town's on street parking meter program. As mentioned previously in the Revenues section of this Budget Message, a general rate increase for on-street parking demands investment into the outdated state of our parking meter equipment. We intend to upgrade as many meters as possible to "smarter" meters that can accommodate multiple forms of payment and communicate wirelessly. An added benefit is the ability for enforcement personnel to employ handheld electronic devices to communicate with the meters to efficiently and effectively monitor and enforce violations. I am personally excited about testing the use of mobile technology to pay for parking. As many have experienced in neighboring Boston and other jurisdictions, the ability to conveniently calculate/pay the meter without getting out of your car is a very pleasant experience.

The cost of using technology and credit card usage to facilitate public services is not cheap. In addition to the upfront investment in equipment, the ongoing cost of wireless service charges, credit card charges and other third party fees is becoming prohibitive. As reported in the Expenditures section of this Message, we have decided to consolidate these costs in the Finance Department's budget in order to keep track of them. It is likely that the Town will be faced with assessing "service fees" in order to retain these convenient services that citizens have come to expect. It is my experience that users will support such a fee if it is reasonable and helps them save time and aggravation.

Long Range and Strategic Planning: The Town is engaged in several long term planning studies and processes. None is more important than the need to plan to accommodate the increasing enrollment in our public schools. This effort is being led jointly by the Board of Selectmen and School Committee. The two priorities are to find a suitable site to construct a new (9th) elementary school and to develop a solution to expand classroom and related space at the high school level. Siting of a new public school is a complex matter that is complicated by geographic, physical, financial and political challenges. Commencing with a study by Civic Moxie, the two elected boards and staff are committed to using a comprehensive process and public engagement to reach a decision in the fall of 2016.

One of the lasting contributions of the Override Study Committee was its recommendation to engage in a coordinated approach at long term planning of the Town's assets and priorities. A series of sequential studies have been identified beginning with a strategic study of the Town's assets (its buildings, facilities and land). With this information in hand, we will begin to study large parcels of land in the community, both public and private. It is hoped that this information and process will result in ideas to more efficiently use Town resources and assets and to create value and opportunity whenever possible.

Another related study is the Housing Production Plan, an effort to more proactively plan for the provision of affordable housing in Brookline. In addition to the merits of planning this outcome, the study may provide a temporary relief (safe harbor) from the onslaught of Chapter 40B housing developments that are inconsistent with the land use and character of Brookline's neighborhoods.

It should be noted that the diversion of staff resources and focus to the School Expansion and Chapter 40B affordable housing projects necessarily impact the amount of time and progress we can make in other planning initiatives. This is especially the case in the Economic Development and Regulatory Planning divisions with the Planning Department.

Finally, I have identified funding to perform a review of parking capacity and policies at Town facilities and on the streets in the neighborhoods bordering a Town building or School. As a regulator of private land use, the Town has begun to consistently require the use of Transportation Demand Management (TDM). TDM is the application of strategies and policies to reduce travel demand or to redistribute this demand in space or in time. It is my intent to fund a consultant who will employ TDM as part of its solution to address the Town's parking challenges.

Solid Waste Collection: Last year, I reported in detail about plans to implement the automation of solid waste collection and the development of a modified Pay as You Throw (PAYT) program. The automation of solid waste collection is a key component of making Town government more cost efficient and to meet the Board of Selectmen's commitment to reallocate cost savings to support school enrollment needs. PAYT is a method to create incentives and/or disincentives to reduce solid waste disposal and to more equitably assess the costs of the service. While the plans for automation are well underway, the issues in developing a successful PAYT system are challenging. To assist the Board of Selectmen in their consideration of this matter, I am in the process of working with a task force to recommend the default trash bin size and options/costs for additional capacity. The plan is to implement the new system sometime in the fall of 2016.

Succession Planning: Like many organizations of this era, the Town is facing an impending wave of retirements from its top level department personnel. The loss of such deep institutional knowledge, leadership and experience will be impossible to replace immediately. It is essential to create capacity in the Town's lower and mid-level management ranks to help fill this pipeline and/or to step up temporarily during transitions. We look forward to partnering with a team of graduate students from Northeastern University to explore this issue and to seek best practices from other municipalities who are dealing with this issue.

Energy Efficiency and Sustainability: The Department of Public Works' LED Streetlight Replacement Program is underway and the FY2017 budget is reduced by approximately $33,000 as a result. This project meets the Town's goal of saving money by reducing energy while enhancing the effectiveness of the service. Once fully-implemented, the Town's streetlight bill will decrease by approximately $180,000 per year. The payback period is estimated to be less than 10 years.

The Town continues to procure substantial savings in the FY 2017 Budget by acting upon the market downturn of Gasoline and Diesel prices. The result is a reduction of over $121,000 in expenditures. Favorable market conditions also allowed the Town to lock in a supply contract for Gasoline and Diesel that will mitigate potential price increases and market corrections.

Growth in the Cost of Employee Wages and Benefits: As a service oriented business, the Town of Brookline's most valuable asset is its employees. Employee wages and salaries are also the Town's biggest cost driver. The cost of salaries/wages and benefits of the Town's employees is projected to be $198 million in FY 2017 (combined Town and School departments). This represents approximately 81.2% of the General Fund budget and growing. The many fixed costs in the operation of local government and the rate of increases for health insurance creates an unsustainable situation for the Town. This is felt within the current budget but also in a dramatic way in the calculation of our long term liability for health insurance to all municipal retirees (referred to as OPEB). When the public is asked to fund additional taxes (which was done successfully last year), they inevitably compare the benefit packages in municipal government with much different trends in the private sector and demand accountability. From the employee's perspective, the economy appears fragile despite a low inflation factor. Certain sectors of the economy are growing at a much higher rate than inflation, including health care and college expenses. During the most recent recession, wage increases were limited and the Town negotiated hard to switch its health insurance plans to higher deductible products in the state's Group Insurance Commission. All of this has contributed to a collective bargaining environment that results in unmet expectations for both sides. This is especially the case with the Town's public safety unions. Impasses in collective bargaining with public safety unions are ultimately resolved through a third party arbitration procedure called the Joint Labor Management Committee (JLMC). The current labor impasse with the Town's Firefighters union is currently in the JLMC process and the Town is very concerned with its ability to pay an unfavorable arbitration outcome.

In addition, the Town's agreement with its employees over the current health insurance arrangement with the Commonwealth's Group Insurance Commission (GIC) is expiring this year. Despite the rapidly increasing costs in the health care world, the GIC has been a relatively stable option for the Town and it provides employees with flexibility in plan design and their associated risk/cost.

We are hopeful to have meaningful dialogue with our employees and unions about these cost pressures and to find mutually beneficial solutions to create a more financially sustainable path going forward.

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 Board of Selectmen. This presentation is the culmination of months of work for those two individuals, work involving the analysis of hundreds of revenue and expenditure line-items, making assumptions about economic conditions, and understanding state budget conditions.

The FY 2017 – FY 2021 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 the former Red Cab Site ($500,000 in FY 2017, and $107,500 in FY 2018) and by the re-development of 2 Brookline Place ($365,000 in FY18, $1.356 million in FY 2019, and $579,000 in FY 2020).

- For State Aid in FY 2017, full use of the Governor's proposal. For FY 2018 - FY 2021, annual 2.5% increases in Ch. 70 and Unrestricted General Government Aid (UGGA).

- For Local Receipts, FY 2017 reflects an increase of $823,460 (3.6%). In FY's 2017-2020, limited growth is expected (approximately $300,000 / yr, or 1.2%), augmented by $325,000 in additional Hotel Excise Taxes from the redevelopment of the former Red Cab Site ($50,000 in FY 2017 and $275,000 in FY 2018).

- 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 unions.

- Inflation in most Services, Supplies, and Capital Outlay accounts of 1.5% - 2.5% (approximately $240,000 per year for the Schools 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 $800,000 - $900,000 per year.

- Step increases in the School Department of $750,000 per year and $250,000 per year for Town Departments.

- For FY 2017, a Health Insurance rate increase of 7.5% and an increase in enrollment of 40. For FY's 2018-2020, assume a 4% annual rate increase and 40 new enrollees per year.

- A Pension appropriation based on the most recent funding schedule approved by PERAC for FY 2017 and an additional $200,000 projected in 2018 based on current market conditions in calendar year 2015 that will trigger an increase in the required appropriation.

- 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).

These assumptions create an escalating deficit position for FY 2018 and beyond, starting at $2.5 million in FY 2017 and reaching $8.5 million by FY 2020. 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:

	2017	2018	2019	2020	2021
REVENUE					
Property Taxes	**204,023,297**	**211,342,570**	**223,541,553**	**231,459,848**	**237,983,016**
Local Receipts	**23,836,698**	**24,446,093**	**24,981,632**	**25,604,799**	**26,240,131**
Motor Vehicle Excise (MVE)	5,500,000	5,610,000	5,722,200	5,836,644	5,953,377
Local Option Taxes	2,638,500	2,802,410	2,858,458	2,915,627	2,973,940
Licenses & Permits	1,165,775	1,165,775	1,165,775	1,165,775	1,165,775
Parking / Court Fines	4,100,000	4,100,000	4,100,000	4,100,000	4,100,000
General Government	3,932,179	4,190,902	4,485,324	4,862,875	5,255,500
Interest Income	727,250	745,431	764,067	783,169	802,748
PILOT's	890,000	916,800	943,636	970,509	989,919
Refuse Fee	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000
Departmental & Other	2,232,994	2,264,775	2,292,172	2,320,200	2,348,873
State Aid	**19,526,277**	**19,994,204**	**20,473,830**	**20,843,351**	**21,347,257**
General Government Aid	6,213,185	6,365,796	6,522,223	6,682,560	6,846,906
School Aid	13,181,313	13,496,629	13,819,827	14,029,011	14,368,572
Tax Abatement Aid	41,913	41,913	41,913	41,913	41,913
Offset Aid	89,866	89,866	89,866	89,866	89,866
Other Available Funds	**7,840,067**	**7,945,200**	**8,051,181**	**8,162,256**	**8,283,610**
Parking Meter Receipts	5,150,000	5,150,000	5,150,000	5,150,000	5,150,000
Walnut Hill Cemetery Fund	75,000	75,000	75,000	75,000	75,000
Reimb./Pymts from Enterprise Funds	2,239,167	2,323,808	2,411,332	2,502,962	2,600,204
Reimb. from Rec Revolving Fund	375,900	396,392	414,849	434,295	458,406
Free Cash (for Appropriation)	**5,311,538**	**4,200,000**	**4,400,000**	**4,500,000**	**4,650,000**
Capital Improvements/Other Spec Approp.	4,420,965	3,688,217	3,813,199	3,957,696	4,090,469
Operating Budget Reserve	587,184	614,703	635,533	659,616	681,745
Strategic Reserves	303,389	73,134	58,289	58,883	51,299
TOTAL REVENUE	**260,537,877**	**267,928,067**	**281,448,195**	**290,570,254**	**298,504,014**
$$ Increase	10,139,819	7,390,190	13,520,128	9,122,059	7,933,760
% Increase	4.0%	2.8%	5.0%	3.2%	2.7%

	2017	2018	2019	2020	2021
EXPENDITURES					
Departmental	**69,992,879**	**71,715,148**	**73,378,349**	**75,266,679**	**77,183,343**
Personnel	51,446,374	52,701,374	54,176,374	55,581,374	57,006,374
Services	8,891,449	9,113,735	9,341,578	9,575,118	9,814,496
Supplies	2,159,893	2,213,891	2,269,238	2,325,969	2,384,118
Other	559,132	573,110	587,438	602,124	617,177
Utilities	4,844,463	4,994,463	5,144,463	5,294,463	5,444,463
Capital	2,071,568	2,098,575	1,839,257	1,867,632	1,896,715
Intergovernmental	20,000	20,000	20,000	20,000	20,000
Coll. Barg. - Town	**1,130,000**	**1,150,000**	**1,180,000**	**1,200,000**	**1,230,000**
Schools	**99,012,257**	**104,249,953**	**109,690,852**	**114,098,990**	**118,552,381**
Coll. Barg. - School	**1,680,000**	**1,720,000**	**1,750,000**	**1,790,000**	**1,820,000**
Non-Departmental - Benefits	**57,555,261**	**60,459,442**	**63,980,283**	**67,294,806**	**71,621,804**
Pensions	19,718,677	20,966,624	22,070,558	23,242,132	24,509,795
Group Health	29,749,122	30,921,885	32,873,158	34,516,816	37,105,577
Retiree Group Health Trust Fund (OPEB's)	3,774,838	4,030,080	4,275,543	4,573,651	4,831,338
EAP	28,000	33,000	33,000	33,000	33,000
Group Life	145,000	148,625	152,341	156,149	160,053
Disability Insurance	16,000	16,000	16,000	16,000	16,000
Workers' Compensation	1,450,000	1,500,000	1,537,500	1,575,938	1,615,336
Public Safety IOD Medical Expenses	250,000	275,000	275,000	275,000	275,000
Unemployment Compensation	300,000	300,000	325,000	325,000	325,000
Medical Disabilities	40,000	45,000	50,000	50,000	50,000
Medicare Coverage	2,083,625	2,223,228	2,372,184	2,531,120	2,700,706
Non-Departmental - General	**899,594**	**689,889**	**696,059**	**718,711**	**734,280**
Liability/Catastrophe Fund	144,322	104,203	77,175	89,976	81,919
Affordable Housing	158,539	0	0	0	0
General Insurance	394,148	413,855	434,548	456,276	479,089
Audit/Management Services	137,000	137,000	137,000	137,000	137,000
Misc.	65,585	34,832	47,336	35,460	36,271
Non-Departmental - Debt Service	**10,742,939**	**13,176,649**	**17,330,413**	**18,317,859**	**16,771,440**
General Fund	10,742,939	13,176,649	17,330,413	18,317,859	16,771,440
Non-Departmental - Reserve Fund	**2,348,737**	**2,458,811**	**2,542,133**	**2,638,464**	**2,726,979**
Tax Supported	1,761,553	1,844,108	1,906,600	1,978,848	2,045,234
Free Cash Supported	587,184	614,703	635,533	659,616	681,745
Special Appropriations	**8,879,374**	**6,169,179**	**6,194,301**	**5,823,565**	**7,084,930**
Tax Supported	4,457,881	2,657,017	2,488,122	2,042,063	3,167,973
Free Cash Supported	4,420,965	3,512,163	3,706,178	3,781,502	3,916,957
Other	528	0	0	0	0
Non-Appropriated	**8,296,837**	**8,493,993**	**8,696,078**	**8,903,215**	**9,115,530**
State Assessments	6,381,971	6,534,127	6,690,087	6,849,945	7,013,801
Cherry Sheet Offsets	89,866	89,866	89,866	89,866	89,866
Overlay	1,800,000	1,845,000	1,891,125	1,938,403	1,986,863
Tax Titles - Deficits/Judgements	25,000	25,000	25,000	25,000	25,000
TOTAL EXPENDITURES	**260,537,877**	**270,283,065**	**285,438,466**	**296,052,288**	**306,840,686**
$$ Increase	10,139,820	9,745,188	15,155,401	10,613,821	10,788,399
% Increase	4.0%	3.7%	5.6%	3.7%	3.6%

	2017	2018	2019	2020	2021
CUMULATIVE SURPLUS/(DEFICIT)	**0**	**(2,354,998)**	**(3,990,271)**	**(5,482,033)**	**(8,336,672)**
DEFICIT AS A % OF OP REV	**0.0%**	**-0.9%**	**-1.4%**	**-1.9%**	**-2.8%**
Surplus / (Deficit) Prior to Collective Bargaining	2,810,000	515,002	(1,060,271)	(2,492,033)	(5,286,671)
Town Share of Surplus / (Deficit)	1,130,000	346,492	591,615	838,923	460,111
Town Collective Bargaining	1,130,000	1,150,000	1,180,000	1,200,000	1,230,000
Total Town Surplus / (Deficit)	**(0)**	**(803,508)**	**(588,385)**	**(361,077)**	**(769,889)**
School Share of Surplus / (Deficit)	1,680,000	168,510	(1,651,887)	(3,330,957)	(5,746,782)
School Collective Bargaining	1,680,000	1,720,000	1,750,000	1,790,000	1,820,000
Total School Surplus / (Deficit)	**0**	**(1,551,490)**	**(3,401,887)**	**(5,120,957)**	**(7,566,782)**

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. Since FY 1995, the Town has invested more than $400 million in the CIP. These efforts, which have been supported by the Board of Selectmen, the Advisory Committee, Town Meeting, and, ultimately, the taxpayers of Brookline, have helped address the backlog of capital projects, have dramatically improved the Town's physical assets, and have helped yield savings in the Operating Budget through investment 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. 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, a debt exclusion was approved for the replacement and enlargement of the Devotion 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 number of students in Brookline's schools has been growing dramatically over the last 8 years. Over the last 5 years we have added an average of 207 students per year. Recent enrollment projection reports indicate this enrollment growth will continue with the K-8 enrollments projected to increase by 628 students through school year 2020/2021. The grade 9-12 enrollments are

projected to increase by 603 students over that same time period. Over the last five years we have dealt with the need to add classrooms by leasing modular classrooms, building new classrooms, converting non-classroom space into classrooms, and renting space. Finding available school space to support this "expand in place" approach is becoming more difficult each year.

The recommended FY2017 – FY2022 CIP calls for an investment of $154.3 million, for an average of approximately $22 million per year and complies with the Town's CIP and Free Cash policies. 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 (FY06 - FY16), the Town has authorized expenditures of $323 million, for an average of nearly $29 million per year. These efforts have helped address a backlog of capital projects, have allowed for the creation of additional classroom spaces necessitated by the surge in enrollment, have dramatically improved the Town's physical assets, and have helped yield savings in the Operating Budget through investments in technology and energy efficiency.

This proposed $155.8M six-year CIP continues to provide funding for a portion of a High School Project ($35.1M) and includes funding for a feasibility study for a Major K-8 project (likely a 9th elementary school). This CIP does not include funding beyond the feasibility study for a Major K-8 Project. Therefore, a Debt Exclusion Override is assumed for the remainder of what would be required at the High School and for the full cost of the K-8 project. In the meantime, this CIP includes $992,000 for various leases to accommodate classroom or related space in private buildings and for modular classroom space at the Baker School. As previously mentioned, these costs create very limited funding to modify smaller spaces within existing buildings.

$3.4 million is also included for major repairs at the Driscoll School. The funding will provide a new HVAC system (equipment, piping, ductwork and controls) and conversion of the boilers from steam to a forced hot water system. The work would be done over two years (primarily in the summer months) with phasing to allow the building to remain occupied.

Additional work has been identified at the Old Lincoln School. Now that the building will be used as a school for the foreseeable future, an upgrade is needed to the electrical system (the system was previously allowed to remain under "temporary use"). The plumbing system is also in need of an upgrade.

The funding plan for the High School has been adjusted by one year based on the assumption that the Town will be partnering with the Massachusetts School Building Assistance (MSBA) on this project. We were recently informed that the Town's formal request (Statement of Interest) for MSBA participation in the High School project was deferred for the current year. Moving this project back one year allows for the funding of a preliminary design for the 9th Elementary School and assumes the Town will not seek MSBA participation for that project. This means that there is funding in FY2020 for a portion of a High School project, with the MSBA funding 35% ($18.9M) and the Town funding the balance ($35.1M). Any amount above the $35.1M Town share will have to be funded via a Debt Exclusion. In addition, $1.75M is included in FY2018 for the feasibility / schematic design portion of the project, with $1.14M (65%) being the assumed Town's share and $613K (35%) the MSBA's.

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 $25.1M of specific park projects included:

		Total	Prior Year (FY16)	FY2017 Amount	FY2018 Amount	FY2019 Amount	FY2020 Amount	FY2021 Amount	FY2022 Amount	Future Years Amount
Pierce Playground		980,000	980,000							
Brookline Ave Playground		890,000	890,000							
Emerson Garden Playground		830,000	60,000	**770,000**						
Corey Hill Playground		740,000	40,000	**700,000**						
Boylston St. Playground		1,180,000								1,180,000
Brookline Reservoir Park		2,340,000		**140,000**	2,200,000					
Harry Downes Field & Playground		990,000		**80,000**		910,000				
Murphy Playground		860,000			70,000	790,000				
Schick Playground		1,060,000					1,060,000			
Soule Athletic Fields		705,000					70,000	635,000		
Larz Anderson Park		8,400,000				2,700,000		2,200,000		3,500,000
Kraft Family Athl. Field Turf Repl.		1,070,000					90,000	980,000		
Heath School Playground Accessibility		1,030,000								1,030,000
Griggs Park		970,000								970,000
Robinson Playground		1,175,000					100,000	1,075,000		
Riverway Park		625,000								625,000
Cypress Playground/Athl. Field		1,760,000						140,000	1,620,000	
		25,605,000	1,970,000	1,690,000	2,270,000	4,400,000	1,320,000	5,030,000	1,620,000	7,305,000

There is also funding to replace the remaining 1,320 coin only single head parking meter mechanisms with smart credit card accepting parking meters. The impact on DPW's operating budget for data storage and credit card service charges is quite significant, so the recommendation is to implement over a five-year period. This will give the Town time to evaluate the impact of an anticipated pay-by-cell program and whether or not full implementation is needed given the convenience pay-by-cell technology provides.

The Water and Sewer Division has several major projects scheduled in FY2017. The Deputy Town Administrator met with the Finance Director and the Director of Water and Sewer to discuss the funding plans for improvements to Singletree Tank, the Singletree Gatehouse, the Stormwater system and Netherlands Road. They believe it is prudent to use fund balance to pay for long term liabilities and/or capital projects when above 5% of the budget. Fund balance at the end of last fiscal year was approximately 9%. It is recommended that Stormwater and Netherlands Road improvements ($490K total) be funded with retained earnings and that the work at Singletree Hill be funded via an interest-free MWRA loan.

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. The 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 FY12, $650,000 was appropriated to undertake the structural component. The next phase for implementation was the life safety component, which was funded between FY13 – FY15 ($890,000). The final phase (mechanical, electrical, plumbing) is included ($1.8 million) in this recommended CIP, starting with $350,000 in FY17.

This recommended CIP also addresses a long-standing need in the Fire Department: a modern fleet maintenance facility. The current maintenance facility is located in Station #1 and the shop is not large enough to allow access to many of the Department's vehicles, leaving the mechanics no choice but to do repairs out in the street, the drill yard at Station #6, or on occasion inside another fire station. This is obviously unsafe when on the street and inefficient when working in locations away from the shop and all its tools and equipment. The limited size of the shop and its inability to house the apparatus leaves the Fire Department looking to costly outside repair venders more often than would be necessary if the Department had an adequate facility. The plan is to construct a new facility behind Station #6. In addition, the Fire Chief has expressed his desire to modernize the Department's training facility, which is located at Station #6. In FY15, $40,000 was appropriated for feasibility. In FY17, $4.5 million is included for design and construction.

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. Because of this policy, the Fire Department has an excellent and young stable of engines and ladders. This recommended CIP continues to follow the policy and replaces Tower #1 in FY17 ($800,000) and Engine #6 in FY19 ($660,000). It also includes $700,000 for rehabs.

The Gateway East/ Village Square Circulation Improvements Project is slated for FY2017 and involves reconfiguration of the existing circulation system in Brookline Village at Washington Street, Route 9, Walnut Street, High Street, and Pearl Street. Funding for the project is assumed to come from multiple sources:

	FY2016	FY2017	TOTAL
Federal Grant (via State TIP)		4,818,000	4,818,000
(1% Off-Site Improvements--2 Brookline Place)	750,000		750,000
SAFETEALU earmark		500,000	500,000
CDBG		250,000	250,000
CDBG (Section 108 Loan)		750,000	750,000
	750,000	**6,318,000**	**7,068,000**

The right-of-way acquisition costs are preliminary estimates. Under State statute, the Town may not discuss acquisition costs with property owners until we have an approved 25% design. Similarly, construction estimates are being revised since the project has been modified.

It should be noted that the Town previously sought and received Town Meeting authorization to utilize a Section 108 loan, which is a tool that can be used to undertake CDBG-eligible activities when a lump sum is needed to move a project forward. The Town may once again seek authorization from Town Meeting to secure a Section 108 loan as a funding source to pay for the acquisition of needed permanent and temporary right-of-way to accommodate the Gateway East project. Under a Section 108 loan, a community borrows against its future CDBG funds. Like a conventional loan, the Section 108 loan would have an amortization term, but instead of making payments, the Town's loan is paid back once per year off the top of its CDBG entitlement. The loan must be backed by the Town's full faith and credit.

Some of the major projects proposed in the CIP include:

- Parking Meter Technology Upgrade - $805,200 (FY17, FY18, FY20, FY21)
- BHS - $36.2 million of Town funding + $19.5 million of State funding (FY18, FY20)
- Classroom Capacity - $6.37 million (FY17-22)
- Village Square - $7.1 million (FY17) - - all outside funding
- Coolidge Corner Improvements - $515K (FY18)*
- Larz Anderson - $4.9 million (FY19, FY21)
- Fire Fleet Maintenance / Training Facility - $4.5 million (FY17)
- Fire Sta. Renovations - $2.3 million (FY17-21)
- Brookline Reservoir Park - $2.3 million (FY17-18)
- Robinson Playground - $1.2 million (FY20-FY21)
- Cypress Playground - $1.8 million (FY22)

* Funding for windows, carpeting and an elevator/HP lift at the Coolidge Corner Library had been postponed pending the outcome of a feasibility study for the Coolidge Corner Library, which is nearing conclusion. Given the current capacity in the CIP any major renovation/expansion project on this site would be largely dependent on grant funding from the Massachusetts Board of Library Commissioners (MLBC) and from private sources. The next MLBC grant cycle which opens next summer and will be awarded in January, 2017.

Continued major investments include:

- Street and Sidewalk Rehab - $20.9 million
- Parks and Open Space - $19.2 million
- Town/School Bldg Envelope/Fenestration Repairs - $11.1 million
- Town/School Roofs - $5.5 million
- Fire Apparatus- $2.2 million
- Water & Sewer Infrastructure - $5.8 million -- enterprise fund
- Information Technology - $1.2 million
- Tree Replacement - $1.4 million
- Energy Conservation - $920,000

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

CONCLUSION

FY 2017 represents the second of a three year financial plan to support funding for high growth in school enrollment. This year's budget is balanced but constrained by having to absorb a large increase in premiums for employee health insurance. The Capital Budget is also limited by having to cover temporary but costly leases for classrooms in privately owned facilities while at the same time trying to assemble funding and financing plans for large scale school construction. Still, the FY 2017 Budget maintains all existing levels of personnel and services and addresses important needs in the School Department resulting from increased enrollment and other cost drivers. The Budget also meets the financial principles and policies of the Town, which are designed to promote long term stability and guarantee preservation of the Town's premier Aaa bond rating.

I wish to thank all of the department heads and their staff for a fine job in developing their budget proposals and narrative sections within this document. I am deeply appreciative of the efforts of Melissa Goff, Deputy Town Administrator and Austin Faison, Assistant Town Administrator for their central role in producing a balanced budget and publishing this award winning document. This is Melissa's first year in charge of the budget process and Austin's initial budget. They have done a great job. And finally, I must sadly acknowledge the final budget for our long time Finance Director, Steve Cirillo who will be retiring this year. Steve has been a valuable asset to the Town for 20 years, serving as the Budget Analyst (Assistant Town Administrator) for four years, while also acting as the Commissioner of Health for a brief period of time, and then for a year as Deputy Town Administrator, and ultimately fifteen years as the Finance Director and Treasurer. Steven Cirillo is a consummate professional and highly regarded expert in municipal finance. He will be missed.

I look forward to working with the Board of Selectmen and the Advisory Committee over the next few months as we prepare for the adoption of the Budget by Town Meeting in May.

Respectfully,

Melvin A. Kleckner
Town Administrator

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

FY2017 FINANCIAL PLAN SUMMARY

	FY2016	FY2017	INCREASE/DECREASE $	INCREASE/DECREASE %
REVENUE				
General Fund Revenue	250,398,058	260,537,877	**10,139,819**	**4.05%**
Water and Sewer Enterprise Fund	27,828,674	28,985,259	**1,156,585**	**4.16%**
(less Water & Sewer Overhead included in General Fund Revenue)	(1,988,729)	(2,057,070)	**(68,341)**	**3.44%**
Golf Enterprise Fund	1,376,311	1,522,831	**146,520**	**10.65%**
(less Golf Overhead included in General Fund Revenue)	(177,791)	(182,097)	**(4,307)**	**2.42%**
Recreation Revolving Fund	2,882,651	2,984,641	**101,990**	**3.5%**
(less Rec. Revolving Fund Overhead included in General Fund Revenue)	(354,124)	(375,900)	**(21,776)**	**6.1%**
TOTAL REVENUE	**279,965,051**	**291,415,542**	**11,450,491**	**4.1%**
APPROPRIATIONS				
General Fund Operating Budget	231,883,167	243,361,665	**11,478,498**	**5.0%**
Non-Appropriated Budget *	8,401,892	8,296,837	**(105,055)**	**-1.3%**
Revenue-Financed CIP Budget	10,113,000	8,879,374	**(1,233,626)**	**-12.2%**
General Fund Total	250,398,059	260,537,876	**10,139,817**	**4.0%**
Water and Sewer Enterprise Fund	27,828,674	28,985,259	**1,156,585**	**4.2%**
(less Water & Sewer Overhead included in General Fund Revenue)	(1,988,729)	(2,057,070)	**(68,341)**	**3.4%**
Golf Enterprise Fund	1,376,311	1,522,831	**146,520**	**10.6%**
(less Golf Overhead included in General Fund Revenue)	(177,791)	(182,097)	**(4,307)**	**2.4%**
Recreation Revolving Fund	2,882,651	2,984,641	**101,990**	**3.5%**
(less Rec. Revolving Fund Overhead included in General Fund Revenue)	(354,124)	(375,900)	**(21,776)**	**6.1%**
TOTAL APPROPRIATIONS	**279,965,051**	**291,415,542**	**11,450,491**	**4.1%**
BALANCE	**0**	**0**	**0**	

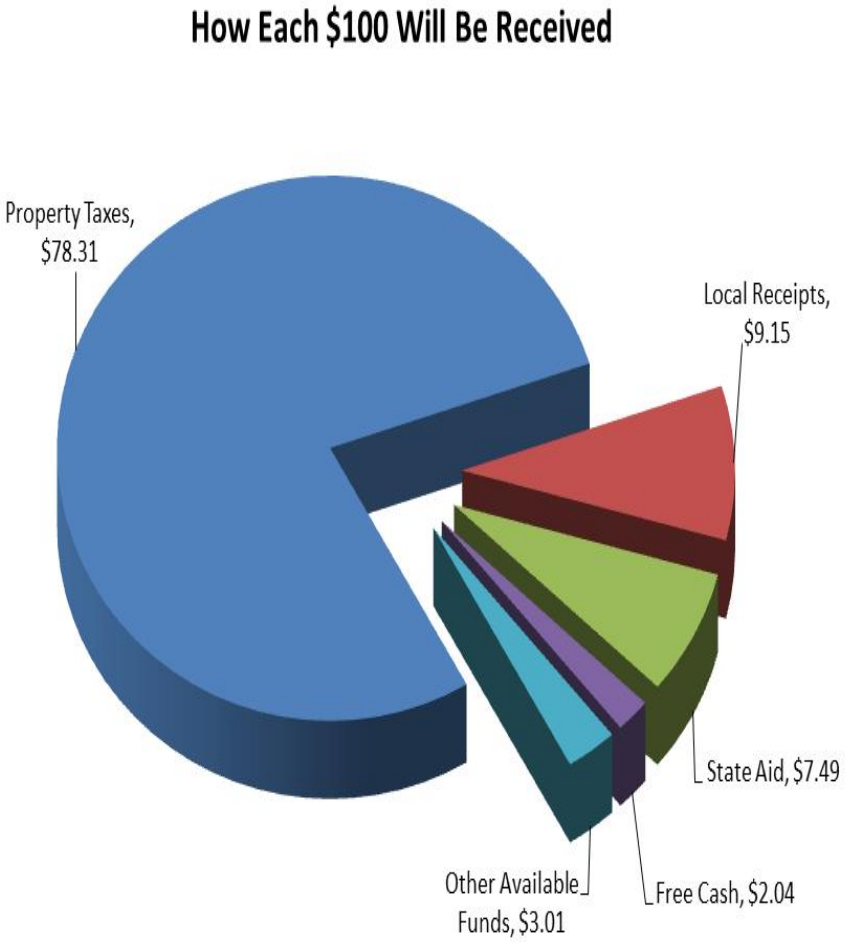
* State and County Charges/Offsets, Overlay, Deficits/Judgments.

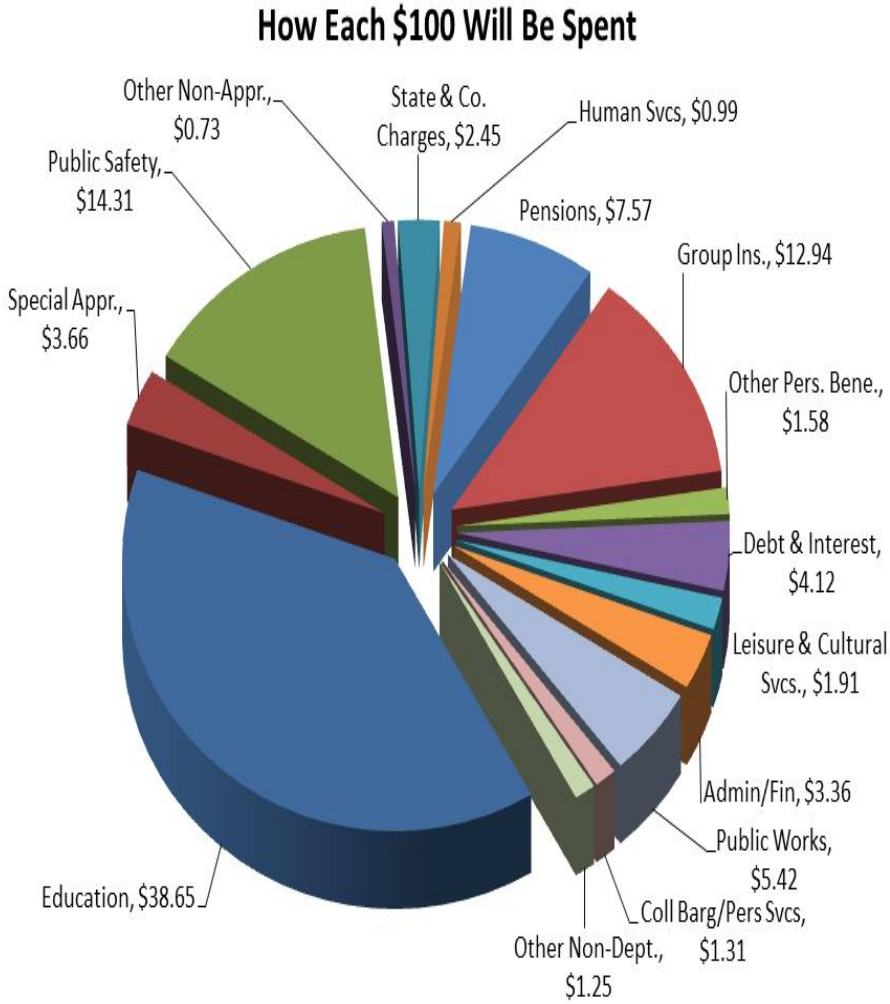
FY2017 RECOMMENDED GENERAL FUND BUDGET SUMMARY

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2017 BUDGET	INCREASE/DECREASE $	INCREASE/DECREASE %
REVENUE							
Property Tax	169,029,414	175,783,902	182,239,297	195,049,924	204,023,297	**8,973,373**	**4.6%**
Local Receipts	24,480,797	25,522,496	25,847,019	23,568,685	23,836,698	**268,013**	**1.1%**
State Aid	15,125,059	16,633,741	17,675,450	18,837,306	19,526,277	**688,971**	**3.7%**
Free Cash	5,336,413	7,655,155	5,084,152	5,016,500	5,311,538	**295,038**	**5.9%**
Other Available Funds	11,894,344	6,852,688	9,003,508	7,925,643	7,840,067	**(85,576)**	**-1.1%**
TOTAL REVENUE	**225,866,027**	**232,447,982**	**239,849,426**	**250,398,058**	**260,537,877**	**10,139,819**	**4.0%**
(LESS) NON-APPROPRIATED EXPENSES							
State & County Charges	6,105,553	6,196,321	6,201,541	6,319,715	6,381,971	**62,256**	**1.0%**
Tax Abatement Overlay	1,958,780	1,726,503	2,080,721	1,965,726	1,800,000	**(165,726)**	**-8.4%**
Deficits & Judgments	16,784	3,049	25,000	25,000	25,000	**0**	**0.0%**
Cherry Sheet Offsets	109,160	111,026	126,443	91,451	89,866	**(1,585)**	**-1.7%**
TOTAL NON-APPROPRIATED EXPENSES	**8,190,277**	**8,036,899**	**8,433,705**	**8,401,892**	**8,296,837**	**(105,055)**	**-1.3%**
AMOUNT AVAILABLE FOR APPROPRIATION				**241,996,168**	**252,241,040**	**10,244,872**	**4.2%**
APPROPRIATIONS							
Town Departments	64,244,598	65,964,138	68,477,847	69,389,987	71,241,959	**1,851,972**	**2.7%**
School Department	79,079,823	82,780,770	82,780,770	95,916,093	100,692,256	**4,776,163**	**5.0%**
Non-Departmental Total	56,022,030	60,329,975	60,749,287	66,563,619	70,839,464	**4,275,845**	**6.4%**
General Fund Non-Departmental	53,729,242	57,700,095	58,262,334	64,042,976	68,224,397	**4,181,421**	**6.5%**
Water and Sewer Enterprise Fund Overhead *	1,855,987	2,125,747	1,973,970	1,988,729	2,057,070	**68,341**	**3.4%**
Golf Enterprise Fund Overhead *	155,037	150,416	163,049	177,791	182,097	**4,307**	**2.4%**
Recreation Revolving Fund Overhead *	281,764	353,717	349,934	354,124	375,900	**21,776**	**6.1%**
OPERATING BUDGET SUBTOTAL	199,346,451	209,074,883	212,007,904	231,869,700	242,773,681	**10,903,981**	**4.7%**
Revenue-Financed CIP (Special Appropriations)	7,379,001	12,933,500	8,581,000	10,113,000	8,879,374	**(1,233,626)**	**-12.2%**
TOTAL APPROPRIATIONS	**206,725,452**	**222,008,383**	**220,588,904**	**241,982,701**	**251,653,056**	**9,670,355**	**4.0%**
BALANCE				**13,467**	**587,984**	**574,517**	

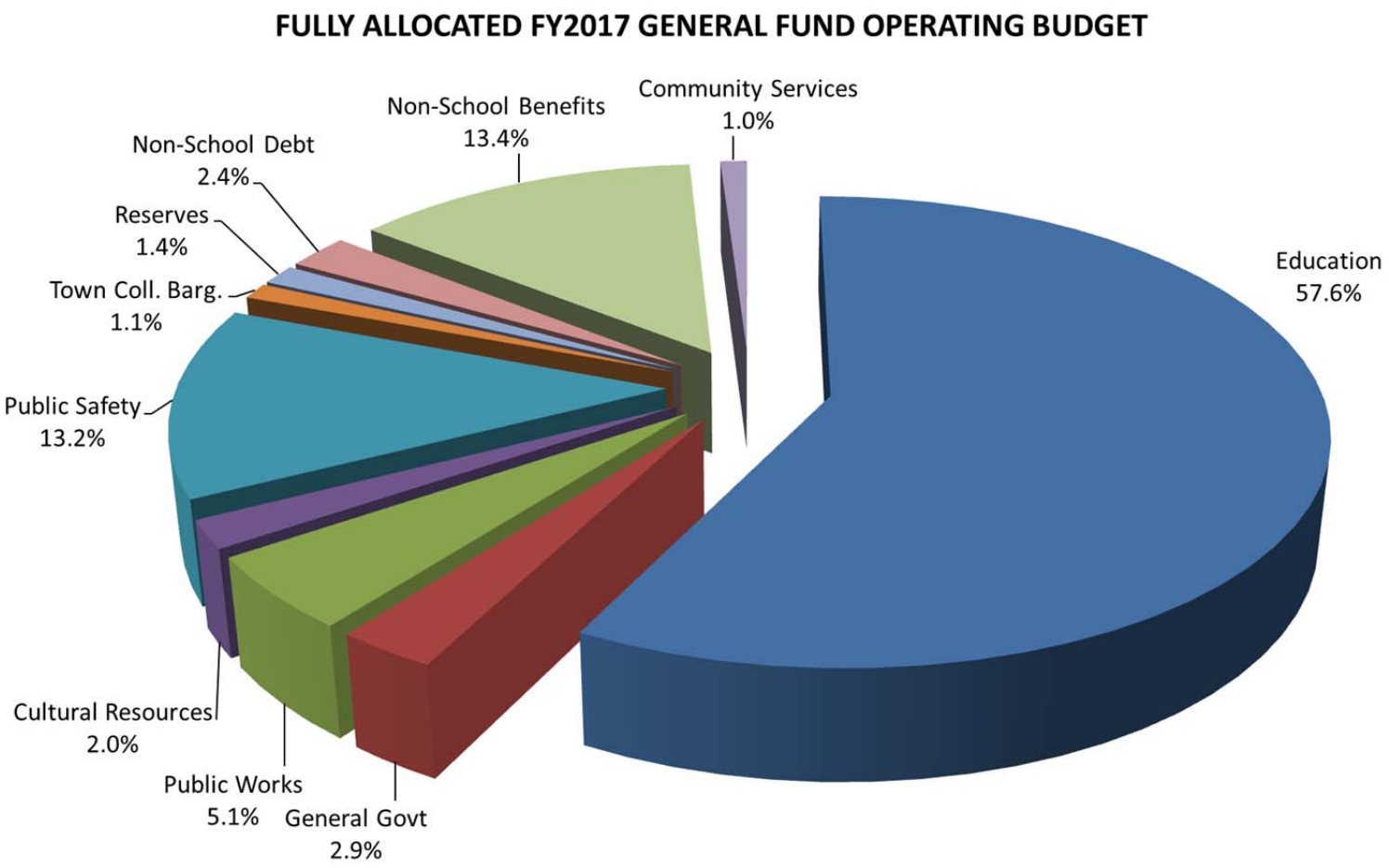
* These Overhead figures match the Water and Sewer Enterprise Fund Reimbursement, Golf Enterprise Fund Reimbursement, and Recreation Revolving Fund Reimbursement revenue sources found under the "Other Available Funds" revenue category.

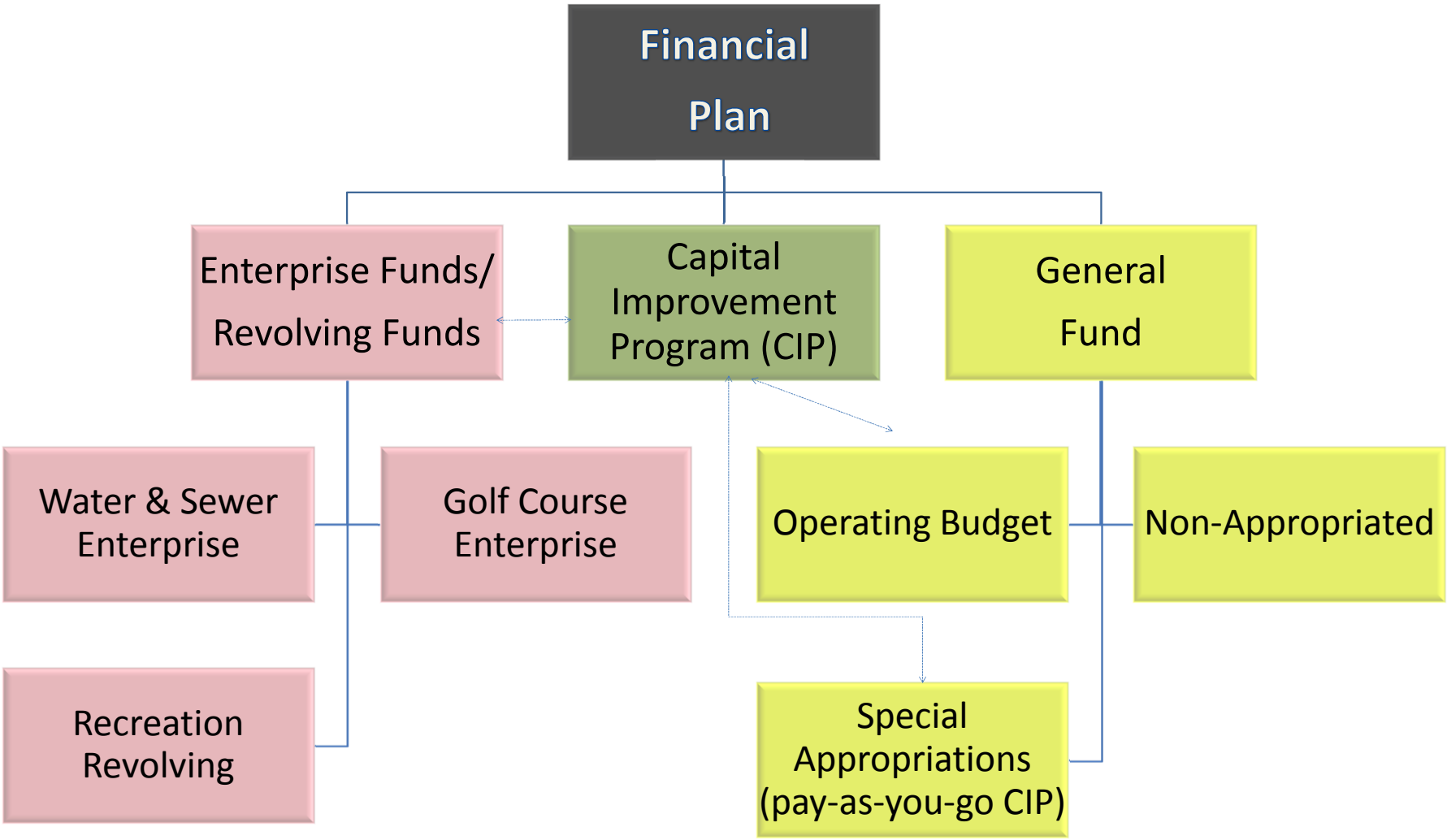
FY2017 GENERAL FUND TOTAL BUDGET
$260,537,876





FY2017 GENERAL FUND OPERATING BUDGET
$243,361,665




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)

FY2017 FINANCIAL SUMMARY BY FUND

REVENUES	General Fund *	Water & Sewer Enterprise Fund	Golf Enterprise Fund	Recreation Revolving Fund	Parking Meter Fund	Cemetery Trust	Capital Project Surplus	TOTAL	% of Total
Property Taxes	204,023,297							204,023,297	70.0%
Local Receipts	23,836,698							23,836,698	8.2%
State Aid	19,526,277							19,526,277	6.7%
Parking Meter Receipts					5,150,000			5,150,000	1.8%
Walnut Hill Cemetery Fund						75,000		75,000	0.0%
State Aid for Libraries								0	0.0%
Golf Receipts			1,522,831					1,522,831	0.5%
Recreation Program Revenue				2,984,641				2,984,641	1.0%
Water and Sewer Receipts		28,985,259						28,985,259	9.9%
Capital Project Surplus							0	0	0.0%
Free Cash	5,311,538							5,311,538	1.8%
TOTAL FINANCIAL PLAN REVENUE	**252,697,810**	**28,985,259**	**1,522,831**	**2,984,641**	**5,150,000**	**75,000**	**0**	**291,415,541**	
EXPENDITURES **									
General Government	8,762,934							8,762,934	3.0%
Public Safety	34,702,351				2,575,000			37,277,351	12.8%
Public Works	11,460,546	24,638,298			2,575,000	75,000		38,748,844	13.3%
Library	3,977,262							3,977,262	1.4%
Health & Human Services	2,590,122							2,590,122	0.9%
Recreation	989,764		1,112,609	2,608,741				4,711,114	1.6%
Schools	100,692,256							100,692,256	34.6%
Personal Services Reserve	715,000							715,000	0.2%
Collective Bargaining (Town)	2,699,900							2,699,900	0.9%
Personnel Benefits **	55,007,934	2,057,070	117,533	372,724				57,555,261	19.8%
Non-Departmental **	3,180,590		64,564	3,176				3,248,330	1.1%
Debt Service	10,742,938	2,289,891	228,125					13,260,954	4.6%
Revenue-Financed CIP (Special Appropriations)	8,879,374						0	8,879,374	3.0%
Non-Appropriated	8,296,837							8,296,837	2.8%
TOTAL FINANCIAL PLAN EXPENDITURES	**252,697,809**	**28,985,259**	**1,522,831**	**2,984,641**	**5,150,000**	**75,000**	**0**	**291,415,541**	
% OF TOTAL FINANCIAL PLAN	**86.7%**	**9.9%**	**0.5%**	**1.0%**	**1.8%**	**0.0%**	**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.

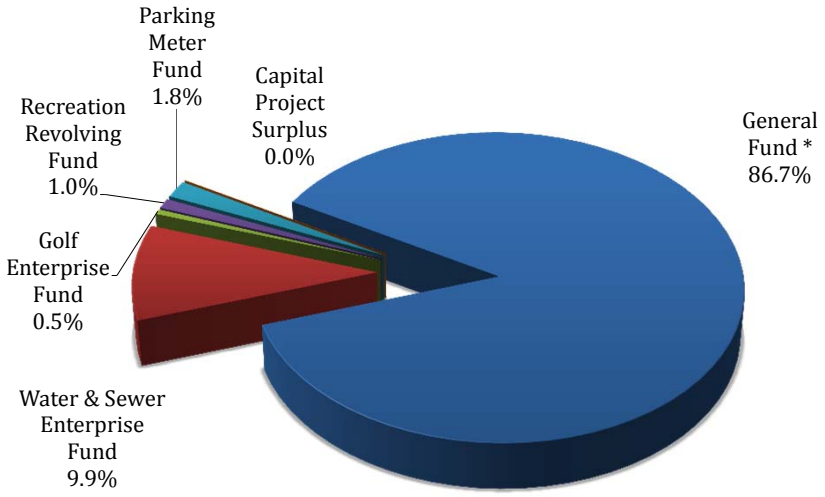
** For purposes of this analysis, the reimbursements from the enterprise funds and revolving fund are deducted from the General Fund and re-allocated within that particular fund. Accounts with an ** had amounts deducted from them in the General Fund.

FY2017 FINANCIAL PLAN BY CATEGORY OF EXPENDITURE *

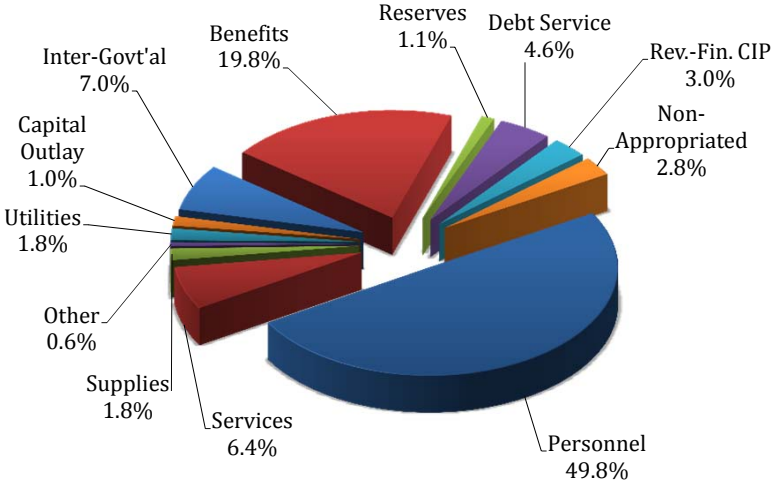
	General Fund **	Water & Sewer Enterprise Fund	Golf Course Enterprise Fund	Recreation Revolving Fund	Capital Project Surplus	TOTAL	% OF TOTAL
Personnel	140,035,124	2,570,361	536,311	1,880,801		145,022,597	49.8%
Services	18,033,017	194,223	123,648	380,105		18,730,993	6.4%
Supplies	4,568,578	123,020	223,250	188,842		5,103,690	1.8%
Other ***	1,491,864	170,155	72,664	42,842		1,777,526	0.6%
Utilities	4,846,306	92,054	109,880	108,172		5,156,412	1.8%
Capital Outlay	3,109,181	946,800	86,420	7,980		4,150,381	1.4%
Inter-Governmental	20,000	20,254,703				20,274,703	7.0%
Benefits ***	55,004,760	2,057,069	117,533	375,899		57,555,261	19.8%
Reserves	2,894,830	286,983	25,000			3,206,813	1.1%
Debt Service	10,742,938	2,289,891	228,125			13,260,954	4.6%
Rev.-Financed CIP (Special Approp.)	8,879,374				0	8,879,374	3.0%
Non-Appropriated	8,296,837					8,296,837	2.8%
TOTAL FINANCIAL PLAN	**257,922,810**	**28,985,259**	**1,522,831**	**2,984,641**	**0**	**291,415,541**	

* 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.

FY2017 FINANCIAL PLAN BY FUND



FY2017 FINANCIAL PLAN BY CATEGORY



FY2017 RECOMMENDED GENERAL FUND BUDGET SUMMARY

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2017 BUDGET	INCREASE/DECREASE $	INCREASE/DECREASE %
REVENUE							
Property Tax	169,029,414	175,783,902	182,239,297	195,049,924	204,023,297	**8,973,373**	**4.6%**
Local Receipts	24,480,797	25,522,496	25,847,019	23,568,685	23,836,698	**268,013**	**1.1%**
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Free Cash	5,336,413	7,655,155	5,084,152	5,016,500	5,311,538	**295,038**	**5.9%**
Other Available Funds	11,894,344	6,852,688	9,003,508	7,925,643	7,840,067	**(85,576)**	**-1.1%**
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(LESS) NON-APPROPRIATED EXPENSES							
State & County Charges	6,105,553	6,196,321	6,201,541	6,319,715	6,381,971	**62,256**	**1.0%**
Tax Abatement Overlay	1,958,780	1,726,503	2,080,721	1,965,726	1,800,000	**(165,726)**	**-8.4%**
Deficits & Judgments	16,784	3,049	25,000	25,000	25,000	**0**	**0.0%**
Cherry Sheet Offsets	109,160	111,026	126,443	91,451	89,866	**(1,585)**	**-1.7%**
TOTAL NON-APPROPRIATED EXPENSES	**8,190,277**	**8,036,899**	**8,433,705**	**8,401,892**	**8,296,837**	**(105,055)**	**-1.3%**
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Town Departments	64,244,598	65,964,138	68,477,847	69,389,987	71,241,959	**1,851,972**	**2.7%**
School Department	79,079,823	82,780,770	82,780,770	95,916,093	100,692,256	**4,776,163**	**5.0%**
Non-Departmental Total	56,022,030	60,329,975	60,749,287	66,563,619	70,839,464	**4,275,845**	**6.4%**
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OPERATING BUDGET SUBTOTAL	199,346,451	209,074,883	212,007,904	231,869,698	242,773,681	**10,903,983**	**4.7%**
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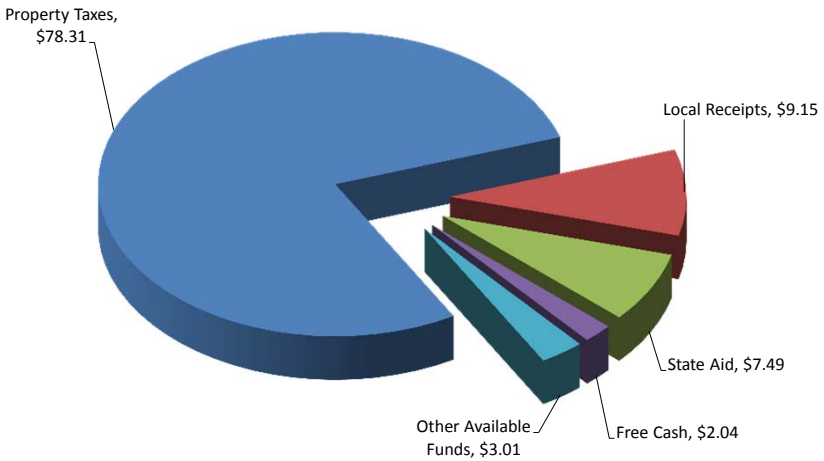
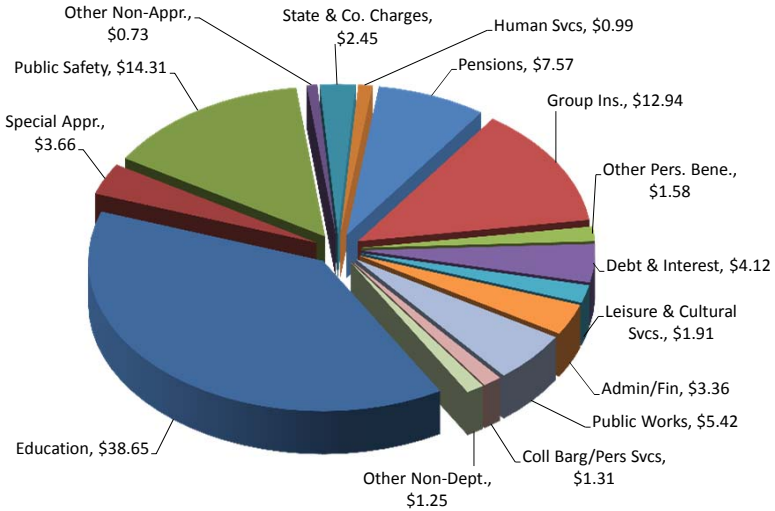
BALANCE				**13,467**	**587,984**	**574,517**	

* 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.

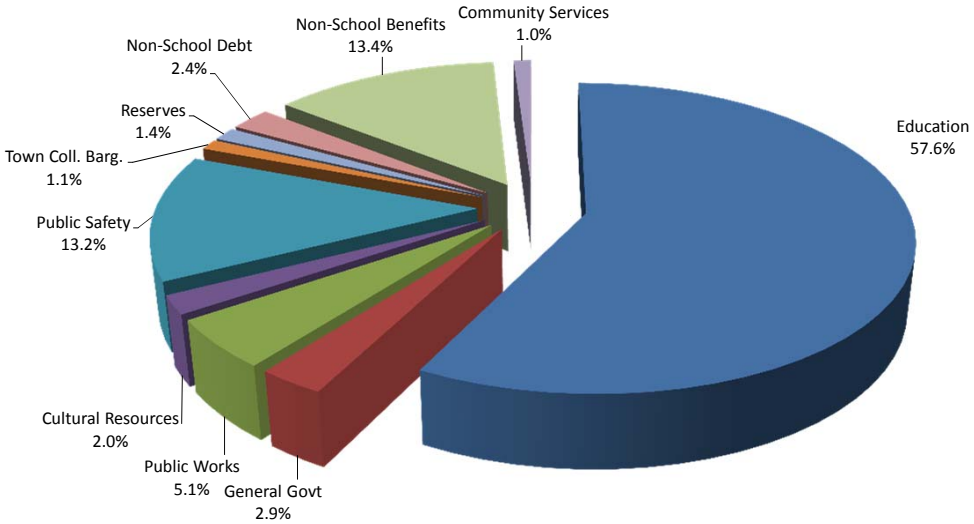
How Each $100 Will Be Received



How Each $100 Will Be Spent



FULLY ALLOCATED FY2017 GENERAL FUND OPERATING BUDGET

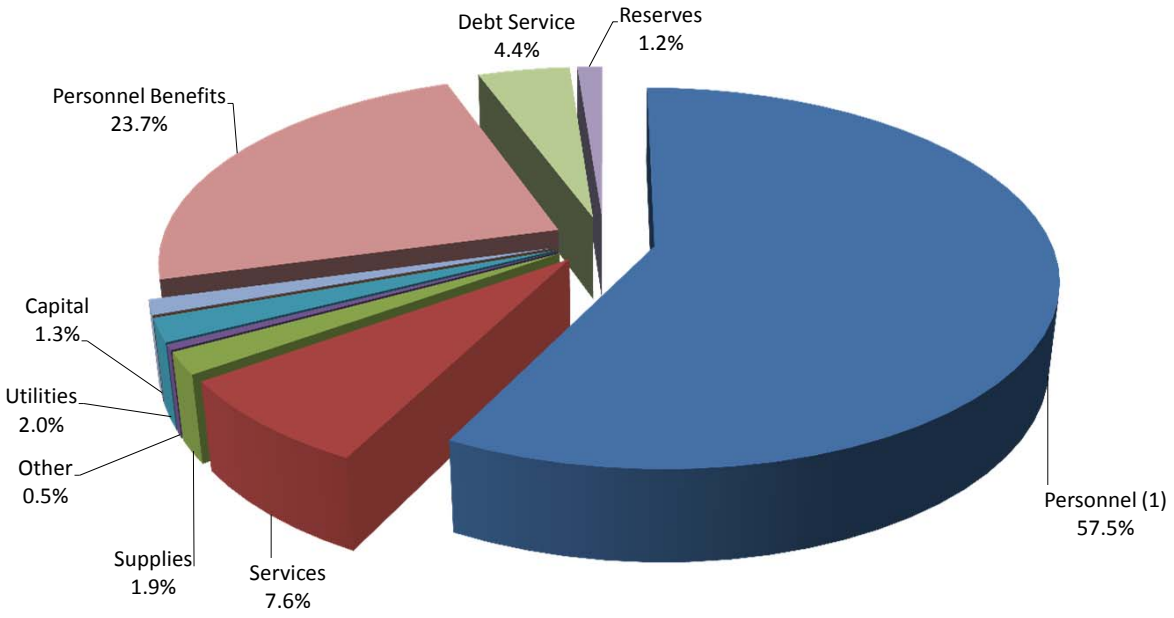


FY2017 RECOMMENDED OPERATING BUDGET SUMMARY - TOTALS BY EXPENDITURE CLASSIFICATION

CLASS OF EXPENDITURE	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2017 BUDGET	INCREASE/ DECREASE	% INCREASE/ DECREASE
Personnel (1)	114,513,341	119,306,114	121,031,972	134,643,852	140,015,122	5,371,271	4.0%
Services	17,069,246	16,978,291	17,442,041	17,428,586	18,455,164	1,026,578	5.9%
Supplies	4,162,788	4,658,909	4,834,191	4,423,293	4,560,578	137,285	3.1%
Other	799,690	873,364	936,903	1,159,197	1,147,281	(11,916)	-1.0%
Utilities	5,021,550	5,226,743	5,118,254	4,943,254	4,846,306	(96,948)	-2.0%
Intergovernmental	20,000	20,000	0	20,000	20,000	0	0.0%
Capital Outlay	2,164,841	2,163,563	2,350,938	3,046,433	3,109,182	62,748	2.1%
Personnel Benefits	45,240,975	49,570,654	50,474,515	54,064,860	57,555,261	3,490,402	6.5%
Debt Service	9,834,605	9,304,647	9,403,333	9,478,591	10,742,938	1,264,347	13.3%
Reserves (2)	519,415	972,598	415,757	2,675,101	2,909,830	234,729	8.8%
TOTAL OPERATING BUDGET	**199,346,451**	**209,074,884**	**212,007,904**	**231,883,167**	**243,361,665**	**11,478,498**	**5.0%**

(1) Includes the Personnel Services Reserve and the Collective Bargaining Reserve.
(2) The FY13-FY15 Actuals do not include the Operating Budget Reserve Fund, as those monies were transferred to departmental budgets for expenditure.
Note: The FY16 and FY17 allocations are estimates, as the School budget is voted as a single appropriation by Town Meeting.

FY17 OPERATING BUDGET BY CLASS OF EXPENDITURE



FY2017 RECOMMENDED OPERATING BUDGET SUMMARY

SERVICE PROGRAMS	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2017 BUDGET	INCREASE/ DECREASE	% INCREASE/ DECREASE
ADMINISTRATION AND FINANCE							
Selectmen	**644,074**	**670,358**	**685,876**	**675,810**	**677,893**	**2,083**	**0.3%**
Personnel	625,277	650,537	664,865	640,980	647,988	7,008	1.1%
Services	6,745	7,917	9,032	11,100	6,100	(5,000)	-45.0%
Supplies	3,604	3,807	3,996	4,000	4,000	0	0.0%
Other	6,559	6,017	5,853	17,600	17,600	0	0.0%
Capital	1,890	2,080	2,130	2,130	2,205	75	3.5%
Human Resources Department	**574,019**	**615,662**	**676,217**	**538,725**	**544,018**	**5,293**	**1.0%**
Personnel	272,368	284,408	295,016	296,582	301,669	5,087	1.7%
Services	267,548	309,115	356,476	200,503	200,709	206	0.1%
Supplies	8,490	8,827	7,714	9,000	9,000	0	0.0%
Other	22,785	11,955	15,625	31,000	31,000	0	0.0%
Capital	2,828	1,357	1,385	1,640	1,640	0	0.0%
Information Technology Department	**1,472,035**	**1,705,110**	**1,783,823**	**1,825,979**	**1,888,165**	**62,186**	**3.4%**
Personnel	950,398	984,622	1,092,177	1,096,657	1,102,893	6,236	0.6%
Services	441,162	613,792	585,914	645,322	516,272	(129,050)	-20.0%
Supplies	15,825	33,408	33,843	10,350	10,350	0	0.0%
Other	31,363	32,550	31,592	32,550	17,550	(15,000)	-46.1%
Capital	33,287	40,738	40,296	41,100	241,100	200,000	486.6%
Finance Department	**2,991,977**	**2,933,343**	**2,869,580**	**2,941,627**	**3,171,822**	**230,195**	**7.8%**
Personnel	2,030,012	2,096,011	2,135,964	2,145,748	2,157,620	11,872	0.6%
Services	898,222	732,663	652,522	698,560	933,603	235,043	33.6%
Supplies	34,846	42,823	40,676	50,310	50,310	0	0.0%
Other	15,483	17,926	17,295	20,957	20,957	0	0.0%
Utilities	1,848	1,965	1,924	1,332	1,332	0	0.0%
Capital	11,565	41,955	21,199	24,720	8,000	(16,720)	-67.6%
Legal Services	**821,873**	**888,936**	**889,316**	**846,116**	**955,774**	**109,658**	**13.0%**
Personnel	583,342	512,112	501,367	598,207	606,965	8,758	1.5%
Services	102,969	269,970	283,031	129,409	230,309	100,900	78.0%
Supplies	4,206	2,788	3,466	3,500	3,500	0	0.0%
Other	128,474	101,066	98,634	112,000	112,000	0	0.0%
Capital	2,881	3,000	2,819	3,000	3,000	0	0.0%
Advisory Committee	**14,973**	**13,129**	**13,021**	**25,005**	**25,230**	**226**	**0.9%**
Personnel	12,303	10,314	10,314	21,865	22,090	226	1.0%
Services	0	0	0	0	0	0	0.0%
Supplies	2,052	2,189	2,049	2,275	2,275	0	0.0%
Other	326	333	378	570	570	0	0.0%
Capital	293	293	279	295	295	0	0.0%
Town Clerk	**775,343**	**557,591**	**645,463**	**613,064**	**686,119**	**73,055**	**11.9%**
Personnel	683,552	474,985	546,898	504,692	557,692	53,000	10.5%
Services	75,682	71,348	77,887	90,172	106,172	16,000	17.7%
Supplies	13,214	8,791	11,830	14,550	18,525	3,975	27.3%
Other	1,400	1,278	1,361	2,450	2,450	0	0.0%
Capital	1,495	1,189	7,487	1,200	1,280	80	6.7%
Dept. of Planning and Cmty. Development	**620,599**	**757,716**	**851,249**	**813,169**	**813,914**	**744**	**0.1%**
Personnel	578,012	681,397	758,244	773,014	777,259	4,244	0.5%
Services	23,830	63,076	83,568	20,193	19,193	(1,000)	-5.0%
Supplies	7,704	7,649	5,149	9,712	9,712	0	0.0%
Other	3,455	2,567	1,851	4,550	4,550	0	0.0%
Capital	7,597	3,027	2,437	5,700	3,200	(2,500)	-43.9%

FY2017 RECOMMENDED OPERATING BUDGET SUMMARY

SERVICE PROGRAMS	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2017 BUDGET	INCREASE/ DECREASE	% INCREASE/ DECREASE
ADMINISTRATION AND FINANCE TOTAL	*7,914,891*	*8,141,844*	*8,414,546*	*8,279,495*	*8,762,934*	***483,439***	***5.8%***
Personnel	*5,735,264*	*5,694,386*	*6,004,845*	*6,077,746*	*6,174,175*	***96,429***	***1.6%***
Services	*1,816,158*	*2,067,881*	*2,048,431*	*1,795,259*	*2,012,358*	***217,100***	***12.1%***
Supplies	*89,940*	*110,280*	*108,724*	*103,697*	*107,672*	***3,975***	***3.8%***
Other	*209,845*	*173,692*	*172,589*	*221,677*	*206,677*	***(15,000)***	***-6.8%***
Utilities	*1,848*	*1,965*	*1,924*	*1,332*	*1,332*	***0***	***0.0%***
Capital	*61,836*	*93,640*	*78,034*	*79,785*	*260,720*	***180,935***	***226.8%***
PUBLIC SAFETY							
Police Department	**14,954,652**	**15,258,118**	**16,260,029**	**16,769,606**	**16,794,674**	**25,068**	**0.1%**
Personnel	13,516,008	13,794,897	14,653,304	15,158,031	15,220,611	**62,580**	**0.4%**
Services	351,552	478,162	492,675	515,744	555,403	**39,659**	**7.7%**
Supplies	202,220	217,650	209,459	221,750	217,250	**(4,500)**	**-2.0%**
Other	58,873	90,412	61,045	69,000	69,000	**0**	**0.0%**
Utilities	373,720	379,032	378,004	342,137	284,766	**(57,371)**	**-16.8%**
Capital	452,278	297,966	465,540	462,944	447,644	**(15,300)**	**-3.3%**
Fire Department	**12,844,259**	**12,886,490**	**12,960,394**	**12,935,851**	**13,014,196**	**78,345**	**0.6%**
Personnel	12,147,057	12,104,081	12,233,065	12,178,257	12,254,575	**76,319**	**0.6%**
Services	155,187	147,343	191,026	163,755	162,740	**(1,015)**	**-0.6%**
Supplies	130,847	133,198	115,458	149,560	167,488	**17,928**	**12.0%**
Other	32,605	27,550	17,764	31,350	31,350	**0**	**0.0%**
Utilities	230,452	242,849	237,527	212,053	197,266	**(14,787)**	**-7.0%**
Capital	148,111	231,470	165,554	200,877	200,777	**(100)**	**0.0%**
Building Department	**6,854,850**	**7,163,183**	**7,029,407**	**7,397,304**	**7,468,481**	**71,177**	**1.0%**
Personnel	2,037,550	2,080,322	2,178,194	2,262,845	2,270,659	**7,814**	**0.3%**
Services	2,107,030	2,213,679	2,111,836	2,270,462	2,308,264	**37,802**	**1.7%**
Supplies	22,633	22,946	22,859	28,950	32,250	**3,300**	**11.4%**
Other	5,201	5,350	5,350	10,100	10,400	**300**	**3.0%**
Utilities	2,627,973	2,777,786	2,654,568	2,683,947	2,717,208	**33,261**	**1.2%**
Capital	54,464	63,100	56,600	141,000	129,700	**(11,300)**	**-8.0%**
PUBLIC SAFETY TOTAL	*34,653,760*	*35,307,791*	*36,249,830*	*37,102,761*	*37,277,350*	***174,590***	***0.5%***
Personnel	*27,700,615*	*27,979,301*	*29,064,563*	*29,599,132*	*29,745,844*	***146,713***	***0.5%***
Services	*2,613,769*	*2,839,183*	*2,795,538*	*2,949,961*	*3,026,407*	***76,446***	***2.6%***
Supplies	*355,699*	*373,794*	*347,776*	*400,260*	*416,988*	***16,728***	***4.2%***
Other	*96,679*	*123,311*	*84,159*	*110,450*	*110,750*	***300***	***0.3%***
Utilities	*3,232,145*	*3,399,667*	*3,270,099*	*3,238,137*	*3,199,240*	***(38,897)***	***-1.2%***
Capital	*654,853*	*592,536*	*687,694*	*804,821*	*778,121*	***(26,700)***	***-3.3%***
PUBLIC WORKS							
Department of Public Works	**14,480,045**	**15,220,418**	**16,330,565**	**14,215,846**	**14,110,546**	**(105,300)**	**-0.7%**
Personnel	7,668,446	7,852,981	8,137,831	7,795,744	7,684,139	**(111,606)**	**-1.4%**
Services	3,728,317	3,875,248	4,322,738	3,251,447	3,375,097	**123,650**	**3.8%**
Supplies	1,129,991	1,396,738	1,536,620	920,750	920,750	**0**	**0.0%**
Other	25,555	28,913	123,269	53,500	53,500	**0**	**0.0%**
Utilities	1,231,470	1,218,979	1,297,419	1,117,300	1,065,956	**(51,344)**	**-4.6%**
Intergovernmental	20,000	20,000	0	20,000	20,000	**0**	**0.0%**
Capital	676,267	827,559	912,687	1,057,104	991,104	**(66,000)**	**-6.2%**

FY2017 RECOMMENDED OPERATING BUDGET SUMMARY

SERVICE PROGRAMS	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2017 BUDGET	INCREASE/ DECREASE	% INCREASE/ DECREASE
CULTURAL SERVICES							
Library	**3,742,982**	**3,827,172**	**3,894,348**	**3,888,386**	**3,977,262**	**88,876**	**2.3%**
Personnel	2,669,323	2,754,771	2,731,042	2,783,946	2,860,942	**76,996**	**2.8%**
Services	169,477	180,241	290,689	185,141	185,841	**700**	**0.4%**
Supplies	542,519	534,330	568,884	572,942	583,490	**10,549**	**1.8%**
Other	3,601	3,938	4,103	4,700	4,700	**0**	**0.0%**
Utilities	318,539	332,859	280,542	315,657	316,289	**632**	**0.2%**
Capital	39,522	21,033	19,088	26,000	26,000	**0**	**0.0%**
HUMAN SERVICES							
Health and Human Services Department	**1,152,529**	**1,280,036**	**1,184,308**	**1,159,971**	**1,162,496**	**2,524**	**0.2%**
Personnel	901,247	1,014,554	898,052	893,557	896,317	**2,759**	**0.3%**
Services	191,137	196,937	199,245	203,087	202,087	**(1,000)**	**-0.5%**
Supplies	15,068	19,669	15,059	15,100	15,100	**0**	**0.0%**
Other	4,111	4,564	3,754	4,120	4,120	**0**	**0.0%**
Utilities	37,380	40,896	40,479	40,087	40,852	**765**	**1.9%**
Capital	3,586	3,416	27,720	4,020	4,020	**0**	**0.0%**
Veterans' Services	**294,084**	**327,315**	**361,218**	**331,435**	**331,908**	**472**	**0.1%**
Personnel	157,823	161,773	185,677	163,802	164,275	**472**	**0.3%**
Services	2,599	2,527	2,527	2,538	2,538	**0**	**0.0%**
Supplies	561	629	611	650	650	**0**	**0.0%**
Other	132,594	161,878	171,893	163,935	163,935	**0**	**0.0%**
Capital	508	508	510	510	510	**0**	**0.0%**
Council on Aging	**872,570**	**837,172**	**855,130**	**880,240**	**894,573**	**14,333**	**1.6%**
Personnel	681,552	704,826	723,008	742,672	752,155	**9,484**	**1.3%**
Services	36,743	34,489	38,318	44,083	44,083	**0**	**0.0%**
Supplies	17,648	18,297	19,481	18,000	19,763	**1,763**	**9.8%**
Other	1,851	1,808	2,054	2,900	2,900	**0**	**0.0%**
Utilities	65,597	72,650	67,443	66,385	69,472	**3,087**	**4.6%**
Capital	69,179	5,101	4,826	6,200	6,200	**0**	**0.0%**
Diversity, Inclusion and Community Relations*	**117,064**	**0**	**177,539**	**198,077**	**201,144**	**3,067**	**1.5%**
Personnel	113,573	0	168,541	168,077	171,121	**3,044**	**1.8%**
Services	524	0	0	20,000	20,000	**0**	**-**
Supplies	2,597	0	8,998	9,000	9,000	**0**	**0.0%**
Other	123	0	0	150	150	**0**	**0.0%**
Capital	247	0	0	850	873	**23**	**2.7%**
HUMAN SERVICES TOTAL	*2,436,248*	*2,444,523*	*2,578,196*	*2,569,724*	*2,590,121*	***20,397***	***0.8%***
Personnel	*1,854,195*	*1,881,154*	*1,975,278*	*1,968,108*	*1,983,868*	***15,759***	***0.8%***
Services	*231,003*	*233,953*	*240,090*	*269,708*	*268,708*	***(1,000)***	***-0.4%***
Supplies	*35,874*	*38,595*	*44,150*	*42,750*	*44,513*	***1,763***	***4.1%***
Other	*138,679*	*168,250*	*177,701*	*171,105*	*171,105*	***0***	***0.0%***
Utilities	*102,977*	*113,546*	*107,921*	*106,472*	*110,324*	***3,852***	***3.6%***
Capital	*73,520*	*9,025*	*33,056*	*11,580*	*11,603*	***23***	***0.2%***

* In FY13, this was the Human Relations/Youth Resources Commission. Actual FY14 expenditures are accounted for in the Dept. of Health and Human Services.

FY2017 RECOMMENDED OPERATING BUDGET SUMMARY

SERVICE PROGRAMS	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2017 BUDGET	INCREASE/ DECREASE	% INCREASE/ DECREASE
LEISURE SERVICES							
Recreation Department	**1,016,674**	**1,022,391**	**1,010,362**	**1,022,334**	**989,764**	**(32,570)**	**-3.2%**
Personnel	723,472	714,908	689,797	702,041	710,662	**8,621**	**1.2%**
Services	72,817	66,441	55,385	23,037	23,037	**0**	**0.0%**
Supplies	67,755	65,683	88,549	86,480	86,480	**0**	**0.0%**
Other	11,954	12,220	12,264	12,400	12,400	**0**	**0.0%**
Utilities	134,572	159,728	160,349	164,356	153,165	**(11,191)**	**-6.8%**
Capital	6,102	3,411	4,020	34,020	4,020	**(30,000)**	**-88.2%**
Personnel Services Reserve [1]				474,909	715,000	**240,091**	**50.6%**
FY13-FY16 Collective Bargaining Reserve [2]				1,850,000	1,569,900	**(280,100)**	
FY17 Collective Bargaining Reserve					1,130,000	**1,130,000**	
DEPARTMENTAL SUB-TOTAL	**64,244,599**	**65,964,138**	**68,477,847**	**69,403,454**	**71,122,877**	**1,719,423**	**2.5%**
SCHOOLS [3]	**79,079,823**	**82,780,770**	**82,780,770**	**95,916,093**	**100,692,256**	**4,776,163**	**5.0%**
Personnel	68,162,026	72,428,615	72,428,615	83,392,225	87,440,593	**4,048,367**	**4.9%**
Services	8,024,389	7,247,489	7,247,489	8,406,389	8,997,568	**591,180**	**7.0%**
Supplies	1,941,010	2,139,489	2,139,489	2,296,414	2,400,685	**104,270**	**4.5%**
Other	299,657	348,819	348,819	570,086	572,564	**2,478**	**0.4%**
Capital	652,741	616,358	616,358	1,033,123	1,037,613	**4,490**	**0.4%**
Reserve [1]	0	0	0	217,856	243,232	**25,377**	**11.6%**
NON-DEPARTMENTAL							
Personnel Benefits	**45,240,975**	**49,570,654**	**50,474,515**	**54,064,860**	**57,555,261**	**3,490,402**	**6.5%**
Pensions	15,801,983	17,409,988	17,882,573	18,707,021	19,718,677	**1,011,656**	**5.4%**
Group Health	22,865,804	24,090,743	25,110,830	27,484,720	29,749,122	**2,264,401**	**8.2%**
Health Reimbursement Account (HRA)	50,876	55,880	49,478	70,000	0	**(70,000)**	**-100.0%**
Retiree Group Health Trust Fund (OPEB's) [4]	2,601,927	3,514,360	3,311,860	3,499,119	3,774,838	**275,719**	**7.9%**
Employee Assistance Program (EAP)	27,400	24,900	24,900	28,000	28,000	**0**	**0.0%**
Group Life	132,118	137,555	132,666	145,000	145,000	**0**	**0.0%**
Disability Insurance	13,376	12,367	10,221	16,000	16,000	**0**	**0.0%**
Workers Comp [4]	1,200,000	1,720,000	1,450,000	1,550,000	1,450,000	**(100,000)**	**-6.5%**
Public Safety IOD Medical Expenses [4]	560,660	400,000	300,575	250,000	250,000	**0**	**0.0%**
Unemployment Comp [4]	350,000	450,000	325,000	300,000	300,000	**0**	**0.0%**
Medical Disabilities	18,421	20,543	18,565	40,000	40,000	**0**	**0.0%**
Medicare Payroll Tax	1,618,410	1,734,318	1,857,847	1,975,000	2,083,625	**108,625**	**5.5%**
Debt Service	**9,834,605**	**9,304,647**	**9,403,333**	**9,478,591**	**10,742,938**	**1,264,347**	**13.3%**
Principal	7,428,882	7,209,938	7,196,544	7,183,044	7,923,973	**740,929**	**10.3%**
Interest	2,376,113	2,083,707	2,193,256	2,135,547	2,658,965	**523,418**	**24.5%**
Bond Anticipation Notes (BANs)	0	4,225	0	100,000	100,000	**0**	**0.0%**
Abatement Interest and Income	29,610	6,777	13,533	60,000	60,000	**0**	**0.0%**

[1] The amounts shown for FY13 - FY15 are $0 because these funds were transferred to departments during the fiscal year.

[2] FY13 - FY15 contracts are not in place for the Fire Union. FY16 is unsettled for all unions except Police.

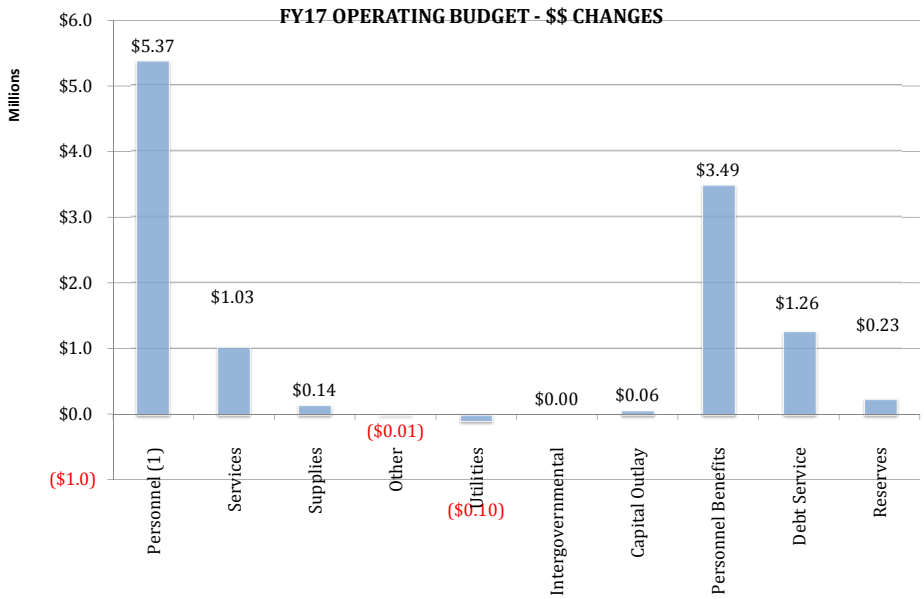
[3] The FY16 and FY17 allocations are estimates, as the School budget is voted as a single appropriation by Town Meeting.

[4] The FY13-FY15 Actuals represent amounts transferred into the fund from General Fund revenues, not actual expenditures from the fund.

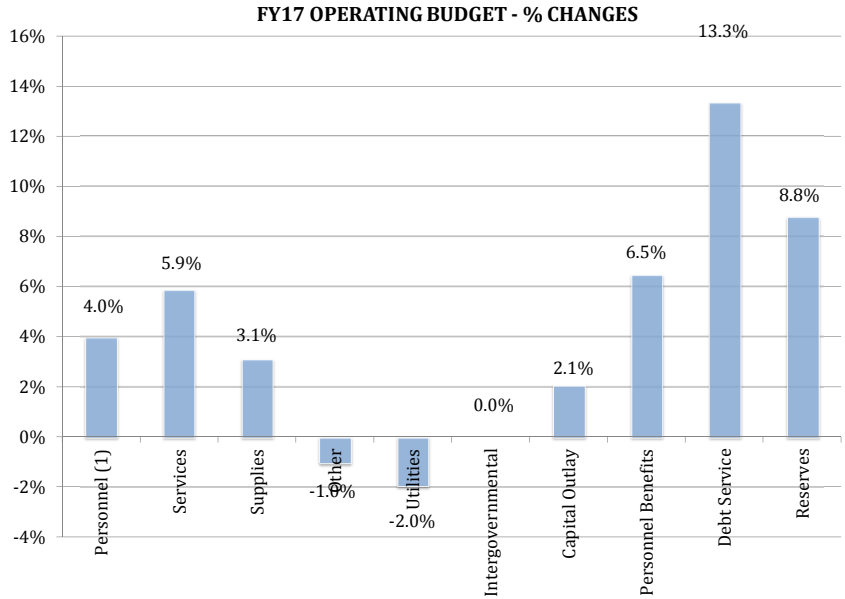
FY2017 RECOMMENDED OPERATING BUDGET SUMMARY

SERVICE PROGRAMS	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2017 BUDGET	INCREASE/ DECREASE	% INCREASE/ DECREASE
NON-DEPARTMENTAL (con't.)							
Unclassified	**946,450**	**1,454,674**	**871,439**	**3,020,168**	**3,248,330**	**228,162**	**7.6%**
Reserve Fund [5]	1,250,621	1,615,626	1,718,000	2,200,198	2,348,737	**148,539**	**6.8%**
Liability/Catastrophe Fund	253,669	154,115	234,839	78,969	144,322	**65,352**	**82.8%**
Stabilization Fund	0	250,000	0	0	0	**0**	**0.0%**
Affordable Housing Trust Fund	251,363	555,106	170,390	163,078	158,539	**(4,539)**	**-2.8%**
General Insurance	263,478	325,017	332,137	382,645	394,148	**11,503**	**3.0%**
Audit & Professional Services	130,000	115,649	81,500	130,000	137,000	**7,000**	**5.4%**
Contingency	14,383	13,377	10,528	15,000	15,000	**0**	**0.0%**
Out of State Travel	2,374	2,704	2,253	3,000	3,000	**0**	**0.0%**
Printing of Reports / Town Meeting Costs	19,837	27,190	28,046	35,000	35,000	**0**	**0.0%**
MMA Dues	11,346	11,516	11,746	12,278	12,585	**306**	**2.5%**
NON-DEPARTMENTAL TOTAL	56,022,030	60,329,975	60,749,287	66,563,619	71,546,530	**4,982,911**	**7.5%**
TOTAL OPERATING BUDGET	**199,346,452**	**209,074,883**	**212,007,904**	**231,883,167**	**243,361,665**	**11,478,498**	**5.0%**

[5] The amounts shown for FY13 -FY15 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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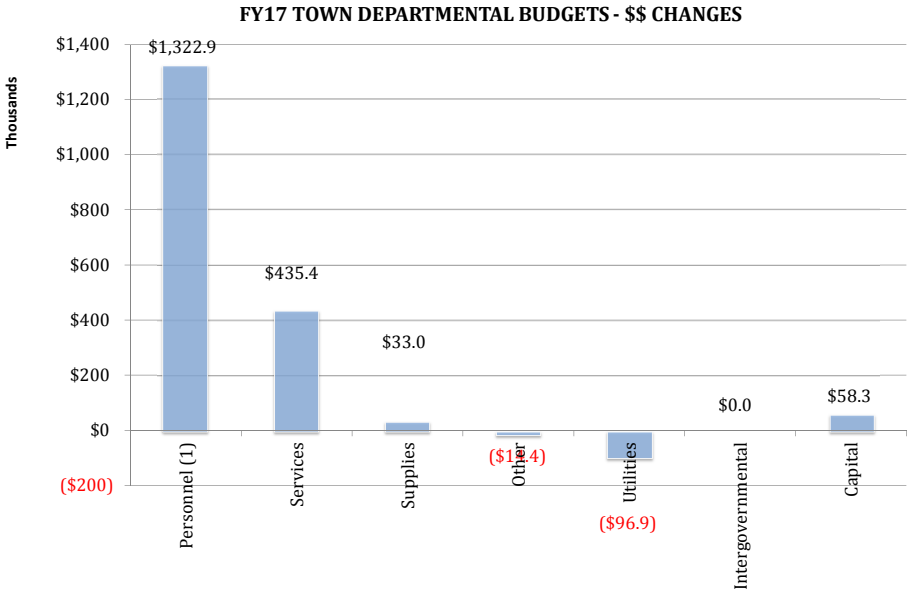

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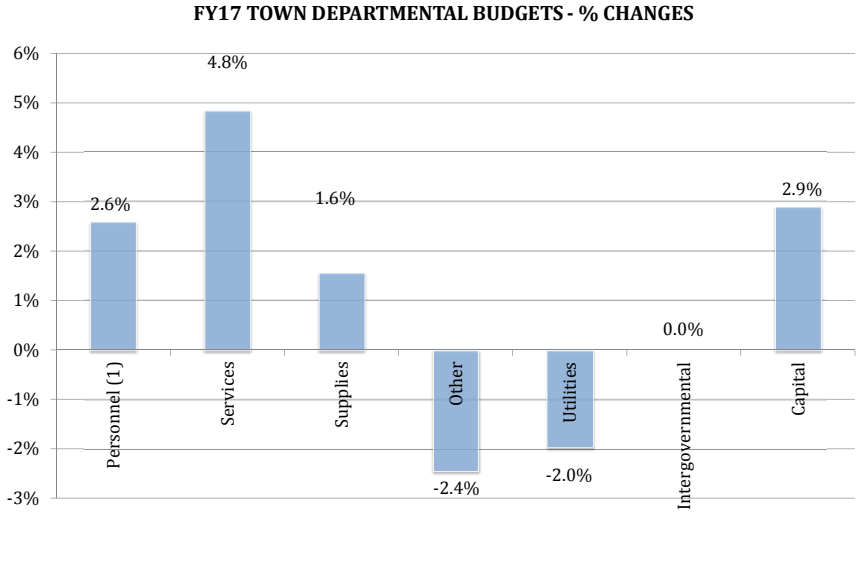


(1) Includes the Personnel Services Reserve and the Collective Bargaining Reserve

SUMMARY OF FY2017 OPERATING BUDGET CHANGES

DEPARTMENT	INCREASE/(DECREASE)		EXPLANATION
Selectmen	***2,083*** ***0.3%***		
		7,007	Personnel Fixed Costs
		(5,000)	Credit Card Service Charges
		75	Capital
Human Resources Department	***5,293*** ***1.0%***		
		5,087	Personnel Fixed Costs
		206	Capital
Information Technology Department	***62,187*** ***3.4%***		
		6,236	Personnel Fixed Costs
		(113,088)	Data Processing Equipment Repair and Maintenance
		24,039	Data Processing Software Maintenance
		(40,000)	General Consulting
		(15,000)	Education/Training/Conferences
		200,000	Capital
Finance Department	***230,197*** ***7.8%***		
Comptroller	***7,532*** ***1.3%***		
		3,133	Personnel Fixed Costs
		4,398	Computer Software Repair and Maintenance
Purchasing	***(13,973)*** ***-2.1%***		
		2,027	Personnel Fixed Costs
		(16,000)	Capital
Assessors	***1,803*** ***0.3%***		
		1,493	Personnel Fixed Costs
		310	Capital

SUMMARY OF FY2017 OPERATING BUDGET CHANGES

DEPARTMENT	INCREASE/(DECREASE)		EXPLANATION
Treasurer	***234,834***		
	22.9%		
		5,219	Personnel Fixed Costs
		99	Copier Lease
		230,236	Credit Card Service Charges (Consolidation of Townwide Credit Card Charges)
		(720)	Capital
Legal Services	***109,658***		
	13.0%		
		8,758	Personnel Fixed Costs
		900	Copier Lease
		100,000	General Consulting - Outside Counsel
Advisory Committee	***226***		
	0.9%		
		226	Personnel Fixed Costs
Town Clerk	***76,299***		
	11.9%		
		70,000	Election Workers
		5,000	Overtime
		(22,000)	Chargeoff to State Grant
		2,200	Motor Vehicle/Equipment Rental
		12,300	Professional/Technical Services
		3,000	Advertising Services
		(1,500)	Credit Card Service Charges
		3,975	Meals and Receptions
		80	Capital
Dept. of Planning & Cmty. Devel.	***744***		
	7.9%		
		4,244	Personnel Fixed Costs
		(1,000)	Credit Card Service Charges
		(2,500)	Capital

SUMMARY OF FY2017 OPERATING BUDGET CHANGES

DEPARTMENT	INCREASE/(DECREASE)		EXPLANATION
Police Department	***25,068***		
	0.1%		
		62,580	Personnel Fixed Costs
		6,000	Data Processing Equipment Repair and Maintenance
		34,159	Computer Software Repair and Maintenance
		2,500	Communications Equipment Repair
		2,000	Telecom
		(12,000)	Credit Card Service Charges
		7,000	Online Transaction Convenience Fees
		(4,500)	Public Safety Supplies
		(23,699)	Electricity
		2,146	Natural Gas
		(212)	Generator Fuel
		(34,743)	Gasoline
		(492)	Diesel Fuel
		(371)	Water and Sewer
		(15,300)	Capital
Fire Department	***78,345***		
	0.6%		
		76,319	Personnel Fixed Costs
		35	Copier Lease
		(800)	Credit Card Service Charges
		(250)	Subscriptions
		(500)	General Supplies
		(250)	Oil and Lubricants
		460	Books and Periodicals
		17,678	Public Safety Supplies
		540	Uniforms and Protective Clothing
		(3,707)	Electricity
		2,581	Natural Gas
		(759)	Generator Fuel
		(1,965)	Gasoline
		(10,068)	Diesel Fuel
		(869)	Water and Sewer
		(100)	Capital

SUMMARY OF FY2017 OPERATING BUDGET CHANGES

DEPARTMENT	INCREASE/(DECREASE)	EXPLANATION
Building Department	***71,177***	
	1.0%	
	7,813	Personnel Fixed Costs
	58,708	Building Repair and Maintenance Town
	32,548	Building Repair and Maintenance Schools
	1,373	Copier Lease
	5,173	Wireless Communications
	(60,000)	Credit Card Charges
	2,000	Office Supplies - Town
	(1,200)	Data Processing - Software
	2,500	Books and Periodicals
	300	Professional Dues and Membership - Town
	(6,224)	Electricity-Town
	39,176	Electricity-Schools
	(80)	Natural Gas-Town
	17,500	Natural Gas-Schools
	(1,058)	Generator Fuel
	(1,906)	Gasoline for Vehicles-Town
	(1,906)	Gasoline for Vehicles-Schools
	1,050	Water and Sewer- Town
	(13,293)	Water and Sewer- School
	(11,300)	Capital
Department of Public Works	***(105,299)***	
	-0.7%	
	18,964	Personnel Fixed Costs
	(130,570)	Eliminate Sanitation Laborers (3)
	1,024	Copier Lease
	(28,000)	Motor Vehicle Leases
	35,424	Data Storage Services (Parking Meters)
	221,573	Solid Waste Disposal Contract
	7,429	Landscaping Services
	40,000	General Consulting
	6,200	Printing Services
	(160,000)	Banking Services
	(31,001)	Electricity
	5,971	Natural Gas
	(35,756)	Gasoline
	(36,618)	Diesel Fuel
	46,060	Water
	(66,000)	Capital

SUMMARY OF FY2017 OPERATING BUDGET CHANGES

DEPARTMENT	INCREASE/(DECREASE)		EXPLANATION
Library	***88,876***		
	2.3%		
		22,743	Personnel Fixed Costs
		54,253	Collective Bargaining
		700	Building Repair and Maintenance
		10,548	Library Materials
		(193)	Electricity
		1,582	Natural Gas
		(757)	Water
Health Department	***2,524***		
	0.2%		
		4,602	Personnel Fixed Costs
		(1,000)	Banking Services
		(614)	Electricity
		583	Natural Gas
		(212)	Generator Fuel
		(249)	Gasoline
		(586)	Water and Sewer
Veterans' Services	***473***		
	0.1%		
		473	Personnel Fixed Costs
Council on Aging	***14,333***		
	1.6%		
		9,483	Personnel Fixed Costs
		1,763	Building Maintenance Supplies
		933	Electricity
		1,947	Natural Gas
		206	Water
Dept. of Diversity, Inclusion and Community Relations	***3,067***		
	1.5%		
		3,044	Personnel Fixed Costs
		23	Capital

SUMMARY OF FY2017 OPERATING BUDGET CHANGES

DEPARTMENT	INCREASE/(DECREASE)		EXPLANATION
Recreation Department	***(32,570)***		
	-3.2%		
		8,621	Personnel Fixed Costs
		(23,140)	Electricity
		11,643	Natural Gas
		1,292	Gasoline
		447	Diesel
		(1,433)	Water and Sewer
		(30,000)	Capital
Schools	***4,776,163***		
	5.0%		
		4,776,163	School Budget
Personnel Benefits	***3,490,402***		
	6.5%		
		1,011,656	Pensions
		2,264,401	Group Health Insurance
		(70,000)	Health Reimbursement Account (HRA)
		275,719	Retiree Group Health Trust Fund (OPEB's)
		(100,000)	Workers Compensation
		108,625	Medicare Payroll Tax
Debt and Interest	***1,264,347***		
	13.3%		
		740,929	Principal
		523,418	Interest

SUMMARY OF FY2017 OPERATING BUDGET CHANGES

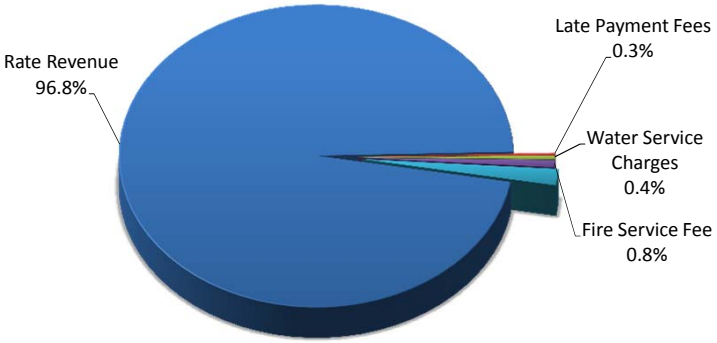
DEPARTMENT	INCREASE/(DECREASE)		EXPLANATION
Unclassified	***228,162***		
	7.6%		
		148,539	Reserve Fund
		65,352	Liability/Catastrophe Fund
		(4,539)	Affordable Housing Trust Fund
		7,000	Audit and Professional Services
		11,503	General Insurance
		306	MMA Dues
Personnel Reserves	***1,089,991***		
		(40,009)	Personnel Services Reserve
		1,130,000	Collective Bargaining Reserve
OPERATING BUDGET GRAND TOTAL		**11,478,500**	
		5.0%	

FY2017 RECOMMENDED WATER & SEWER ENTERPRISE FUND SUMMARY

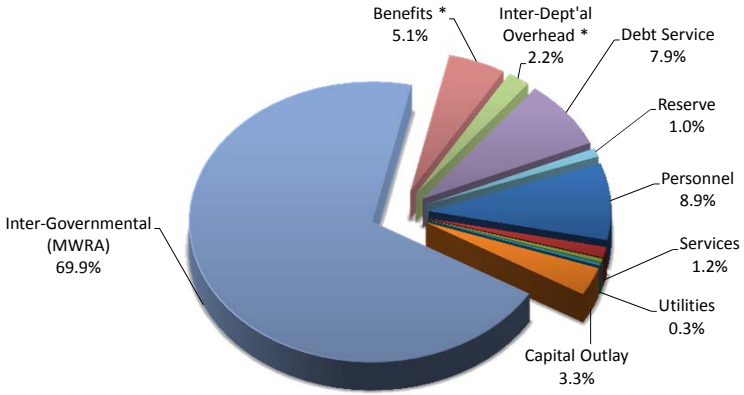
	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2017 BUDGET	INCREASE/DECREASE $	INCREASE/DECREASE %
REVENUE							
Rate Revenue	25,850,955	25,910,938	26,044,743	27,391,674	28,058,259	**666,585**	**2.4%**
Late Payment Fees	89,197	80,858	104,730	80,000	80,000	**0**	**0.0%**
Water Service Charges	130,600	165,159	152,983	115,500	115,500	**0**	**0.0%**
Fire Service Fee	237,977	237,974	251,250	225,000	225,000	**0**	**0.0%**
Other	85,061	134,278	61,620	16,500	506,500	**490,000**	**2969.7%**
TOTAL REVENUE	**26,393,790**	**26,529,207**	**26,615,326**	**27,828,674**	**28,985,259**	**1,156,585**	**4.2%**
EXPENDITURES							
Personnel	2,267,812	2,249,429	2,248,600	2,521,086	2,570,361	**49,275**	**2.0%**
Services	214,601	255,228	277,788	353,798	353,798	**0**	**0.0%**
Supplies	115,134	97,917	119,441	123,020	123,020	**0**	**0.0%**
Other	8,617	12,945	11,235	10,580	10,580	**0**	**0.0%**
Utilities	118,254	139,957	158,312	102,945	92,054	**(10,891)**	**-10.6%**
Capital Outlay	427,259	379,288	453,692	504,800	946,800	**442,000**	**87.6%**
Inter-Governmental (MWRA)	18,073,729	18,597,920	19,106,437	19,570,438	20,254,703	**684,265**	**3.5%**
Benefits *	1,293,255	1,563,015	1,411,238	1,425,997	1,475,748	**49,751**	**3.5%**
Inter-Departmental Overhead *	562,732	562,732	562,732	562,732	581,322	**18,590**	**3.3%**
Debt Service	2,375,404	2,365,461	2,133,405	2,377,747	2,289,891	**(87,856)**	**-3.7%**
Reserve	0	0	0	275,531	286,983	**11,452**	**4.2%**
TOTAL EXPENDITURE	**25,456,798**	**26,223,893**	**26,482,879**	**27,828,674**	**28,985,259**	**1,156,585**	**4.2%**
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.

FY2017 WATER & SEWER ENTERPRISE FUND - REVENUES



FY2017 WATER & SEWER ENTERPRISE FUND - EXPENDITURES



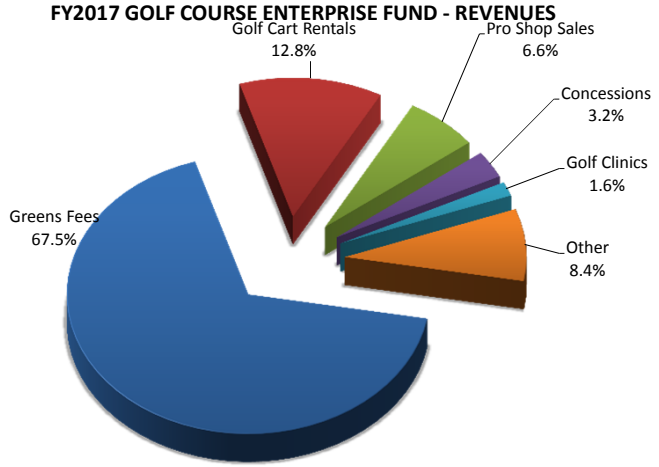
SUMMARY OF FY2017 WATER & SEWER ENTERPRISE FUND CHANGES

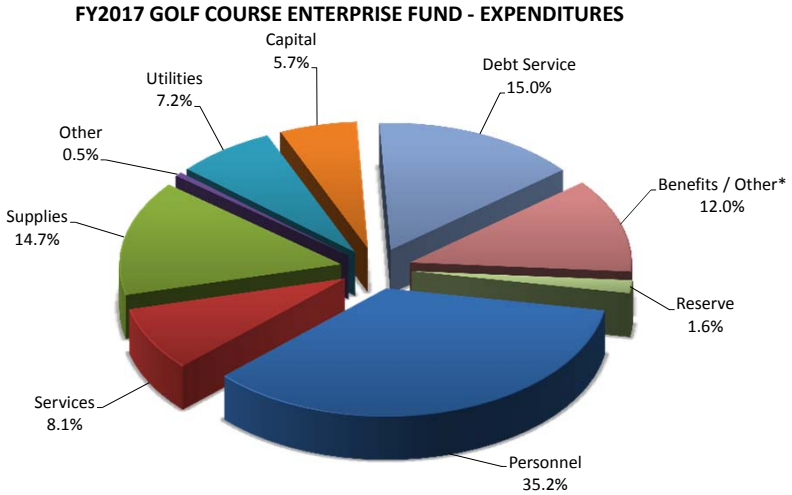
DEPARTMENT	INCREASE/(DECREASE)	EXPLANATION
Water and Sewer Enterprise Fund	***1,156,585*** ***5.4%***	
	1,465	Personnel Fixed Costs
	47,809	Collective Bargaining
	(1,985)	Electricity
	4,301	Natural Gas
	(4,165)	Gasoline
	(9,043)	Diesel
	241,880	MWRA Assessment - Water
	442,385	MWRA Assessment - Sewer
	68,340	Reimbursement to the General Fund
	11,452	Reserve
	(87,856)	Debt Service
	442,000	Capital Outlay
WATER & SEWER ENTERPRISE FUND TOTAL	**1,156,583** **4.2%**	

FY2017 RECOMMENDED GOLF COURSE ENTERPRISE FUND SUMMARY

	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2017 BUDGET	INCREASE/DECREASE $	INCREASE/DECREASE %
REVENUE							
Greens Fees	970,239	878,323	895,051	971,211	1,027,431	**56,220**	**5.8%**
Golf Cart Rentals	83,282	178,476	190,539	193,000	194,661	**1,661**	**0.9%**
Pro Shop Sales	49,891	87,936	87,910	95,314	100,000	**4,686**	**4.9%**
Concessions	36,785	43,260	44,558	46,786	48,190	**1,404**	**3.0%**
Golf Clinics	21,386	20,854	22,715	24,000	25,000	**1,000**	**4.2%**
Other	37,361	64,365	58,057	46,000	127,549	**81,549**	**177.3%**
TOTAL REVENUE	**1,198,944**	**1,273,214**	**1,298,830**	**1,376,311**	**1,522,831**	**146,520**	**10.6%**
EXPENDITURES							
Personnel	358,284	400,039	420,984	470,099	536,311	**66,212**	**14.1%**
Services	126,354	114,288	124,865	126,648	123,648	**(3,000)**	**-2.4%**
Supplies	158,764	174,352	185,650	193,950	223,250	**29,300**	**15.1%**
Other	3,363	5,716	3,009	8,100	8,100	**0**	**0.0%**
Utilities	85,098	90,685	108,817	103,919	109,880	**5,961**	**5.7%**
Capital Outlay	84,656	84,656	84,580	76,050	86,420	**10,370**	**13.6%**
Debt Service	191,499	179,374	186,476	194,755	228,125	**33,370**	**17.1%**
Benefits / Other*	124,991	150,416	163,049	177,791	182,097	**4,307**	**2.4%**
Town Fee (Transfer to Town for general use) *	30,046	0	0	0	0	**0**	**0%**
Reserve	0	0	0	25,000	25,000	**0**	**0.0%**
TOTAL EXPENDITURE	**1,163,055**	**1,199,523**	**1,277,431**	**1,376,311**	**1,522,831**	**146,521**	**10.6%**
BALANCE				**0**	**0**	**-1**	

* 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 FY2017 GOLF COURSE ENTERPRISE FUND CHANGES

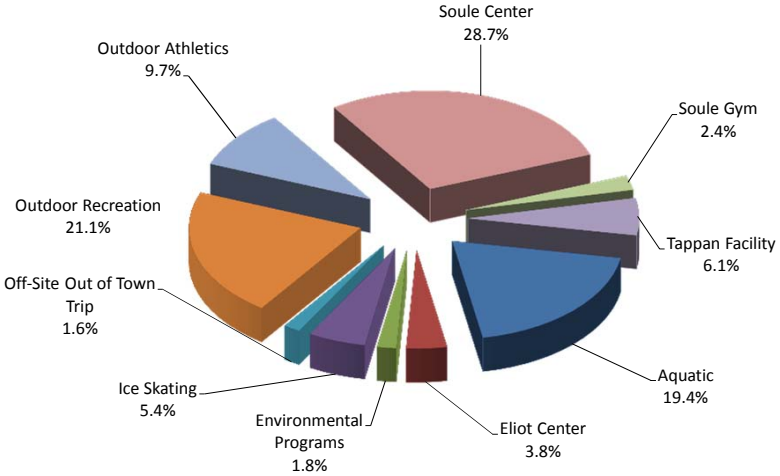
DEPARTMENT	INCREASE/(DECREASE)	EXPLANATION
Golf Enterprise Fund	***146,521***	
	10.6%	
	1,414	Personnel Fixed Costs
	54,393	Temporary Part Time Salaries
	10,405	Collective Bargaining
	7,000	Equipment Cleaning and Repair
	(10,000)	Contracted Services
	1,500	Pro Shop Supplies
	12,800	Agricultural Supplies
	15,000	Recreation Supplies
	(1,943)	Electricity
	(96)	Natural Gas
	8,000	Propane
	4,306	Reimbursement to the General Fund
	33,370	Debt Service
	10,370	Capital Outlay
GOLF COURSE ENTERPRISE FUND TOTAL	**146,520**	
	10.6%	

FY2017 RECOMMENDED RECREATION REVOLVING FUND SUMMARY

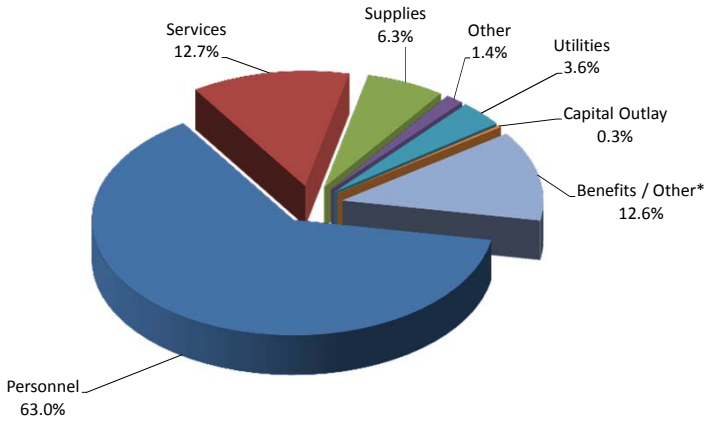
	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2017 BUDGET	INCREASE/DECREASE $	INCREASE/DECREASE %
REVENUE							
Aquatic	524,847	513,277	565,001	570,000	577,765	**7,765**	**1.4%**
Eliot Center	149,791	127,840	131,878	119,500	114,500	**(5,000)**	**-4.2%**
Environmental Programs	49,334	55,700	60,525	52,589	54,162	**1,573**	**3.0%**
Ice Skating	153,113	179,649	168,536	158,596	161,768	**3,172**	**2.0%**
Off-Site Out of Town Trip	0	39,737	39,778	46,900	46,900	**0**	**0.0%**
Outdoor Recreation	535,072	586,714	647,992	615,000	630,024	**15,024**	**2.4%**
Outdoor Athletics	213,514	250,705	259,786	264,500	288,767	**24,267**	**9.2%**
Soule Center	453,534	569,932	658,041	810,322	857,611	**47,289**	**5.8%**
Soule Gym	39,482	43,892	40,004	69,796	70,996	**1,200**	**1.7%**
Tappan Facility	141,410	169,796	161,389	175,448	182,148	**6,700**	**3.8%**
Misc Revenue	(49,841)	(45,166)	(70,370)	0	0	**0**	**-**
TOTAL REVENUE	**2,210,256**	**2,492,076**	**2,662,560**	**2,882,651**	**2,984,641**	**101,990**	**3.5%**
EXPENDITURES							
Personnel	1,565,833	1,605,918	1,619,897	1,815,917	1,880,801	**64,884**	**3.6%**
Services	311,550	274,502	267,606	365,463	380,105	**14,642**	**4.0%**
Supplies	156,957	132,534	138,700	193,942	188,842	**(5,100)**	**-2.6%**
Other	45,411	50,746	41,795	42,842	42,842	**0**	**0.0%**
Utilities	130,748	138,150	93,508	102,383	108,172	**5,789**	**5.7%**
Capital Outlay	3,331	2,340	6,390	7,980	7,980	**0**	**0.0%**
Benefits / Other*	281,764	353,717	349,934	354,124	375,900	**21,776**	**6.1%**
TOTAL EXPENDITURE	**2,495,595**	**2,557,907**	**2,517,829**	**2,882,651**	**2,984,641**	**101,990**	**3.5%**
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.

FY2017 RECREATION REVOLVING FUND - REVENUES



FY2017 RECREATION REVOLVING FUND - EXPENDITURES



SUMMARY OF FY2017 RECREATION REVOLVING FUND CHANGES

DEPARTMENT	INCREASE/(DECREASE)	EXPLANATION
Recreation Revolving Fund	***101,990***	
	3.5%	
	28,473	Personnel Fixed Costs
	36,411	Collective Bargaining
	700	Building Maintenance
	(10,000)	Skating Rink Repair and Maintenance
	1,442	Building Cleaning Service
	10,000	Professional/Technical Service
	1,000	Field Trips
	3,000	Athletic Event Officials
	(2,000)	Entertainers/Lecturers
	8,600	Credit Card Service Charges (E-Commerce)
	1,900	Credit Card Service Charges
	5,200	Meals and Receptions
	2,000	Food Service Supplies
	(12,300)	Recreation Supplies
	2,254	Natural Gas
	3,535	Water/Sewer
	21,775	Reimbursement to General Fund
RECREATION REVOLVING FUND TOTAL	**101,990**	
	3.5%	

TOWN OF BROOKLINE FY2017 PROGRAM BUDGET	CAPITAL OUTLAY SUMMARY

PROGRAM	ITEM REQUESTED	AMOUNT
Selectmen	8 Leased PC's / 2 Laptops	2,205
	Selectmen 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	23,000
	Leased Network Equipment and Software	200,000
	Information Technology Department Total	241,100
Finance Department		
Comptroller	10 Leased PC's	1,800
Purchasing	4 Leased PC's / 1 Laptop	1,100
Assessors	12 Leased PC's	2,500
Treasurer	12 Leased PC's	2,600
	Finance Department Total	**8,000**
Legal Services	7 Leased PC's / 1 Laptop	3,000
	Legal Services Total	**3,000**
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	16 Leased PC's	3,200
	Planning and Community Development Dept. Total	**3,200**
Police Department		
	10 Vehicles	340,000
	Communication Equipment	15,000
	Bullet Proof Vests	41,500
	26 Leased Rugged In-Car Laptops	36,144
	46 Leased PC's	15,000
	Police Department Total	**447,644**
Fire Department		
	29 Leased PC's / 2 Leased Laptops	6,876
	10 Rugged In-Apparatus Laptops	13,901
	Master Mechanic's Truck	42,000
	Fire Prevention, K3	26,000
	Mobile Radio	7,000
	Tool Replacement Program	13,000

PROGRAM	ITEM REQUESTED	AMOUNT
Fire Department (con't.)		
	Turnout Gear	92,000
	Fire Department Total	**200,777**
Building Department		
	20 Leased PC's	4,100
	2 Ford Transits	53,000
	3 Toyota Prius C	66,000
	Custodial Equipment	6,600
	Building Department Total	**129,700**
Department of Public Works		
Administration	7 Leased PC's	2,205
	Sub-Total Administration	2,205
Engineering/Transportation	17 Leased PC's	5,355
	Sub-Total Engineering / Transportation	5,355
Sanitation	4 Leased PC's	1,260
	Solid Waste Toter lease (Third year of a four-year lease)	23,560
	Big Belly lease (Third year of a four-year lease)	80,602
	32 CY Rubbish Packer w/Side Load (First year of a three-year lease)	93,471
	32 CY Rubbish Packer w/Side Load (First year of a three-year lease)	93,471
	Sub-Total Sanitation	292,364
Highway	11 Leased PC's	3,465
	Street Sweeper (Third year of a three-year lease)	64,133
	Service / Crane Truck (Third year of a three-year lease)	39,013
	Bucket Truck (Third year of a three-year lease)	31,200
	Loader Mounted Snow Thrower (Second year of a three-year lease)	42,000
	Loader Mounted Snow Thrower (Second year of a three-year lease)	50,000
	4WD Utility Vehicle	28,000
	4WD Pickup Truck w/Plow	39,700
	4WD Utility Truck w/Plow	39,700
	35,000 GVW 10 Wheel Dump Truck w/Plow & Sander	85,000
	Trailer Hot Box	35,000
	Misc Small Equipment	20,000
	Vehicle GPS Transponders	17,799
	Sub-Total Highway	495,010
Parks and Open Space	18 Leased PC's/Laptops	5,670
	Ice Resurfacer (Second year of a three-year lease)	33,500
	Aerial Forestry Truck (Second year of a three-year lease)	67,000
	8CY Rubbish Packer (First year of a three-year lease)	38,000
	Backhoe/Loader (First year of a three-year lease)	32,000

PROGRAM	ITEM REQUESTED	AMOUNT
Parks and Open Space (con't.)	Misc Small Equipment	15,000
	Vehicle GPS Transponders	5,000
	Sub-Total Parks and Open Space	196,170
	Department of Public Works Total	**991,104**
Library	147 Leased PC's / 1 Leased Laptop	26,000
	Library Total	**26,000**
Health & Human Svcs Department	17 Leased PC's	4,020
	Health Department Total	**4,020**
Veterans' Services	2 Leased PC's	510
	Veterans' Services Total	**510**
Council on Aging	27 Leased PC's	6,200
	Council on Aging Total	**6,200**
Diversity, Inclusion & Comm. Relations	3 Leased PC	873
	Diversity, Inclusion & Comm. Relations Total	**873**
Recreation Department	14 Leased PC's / Laptops	4,020
	Recreation Department Total	**4,020**
	TOTAL GENERAL FUND	**2,030,468**

TOWN OF BROOKLINE FY2017 PROGRAM BUDGET	CAPITAL OUTLAY SUMMARY

PROGRAM	ITEM REQUESTED	AMOUNT
	ENTERPRISE FUNDS	
Water	10 Leased PC's	2,300
	40,000 GVW Cab & Chasis w/ Dump Body and Plow	45,000
	Compact Service Van w/ Tool Cabinets	21,000
	18,000 GVW Cab & Chassis	92,000
	4WD Backhoe/Loader	42,500
	Construction Materials	50,000
	Water Meters	25,000
	Vehicle GPS Transponders	7,000
	Netherlands Road Improvements	190,000
	Stormwater Improvements	300,000
	Sub-Total Water Enterprise	774,800
Sewer	18,000 GVW Cab & Chassis	92,000
	Bobcat Skid Steer Loader	40,000
	Construction Materials	25,000
	Maintenance Equipment	15,000
	Sub-Total Sewer Enterprise	172,000
	Water and Sewer Enterprise Fund Total	**946,800**
Golf Course	2 Leased PCs	3,050
	Landscaping Equipment (leased)	83,370
	Golf Course Enterprise Fund Total	**86,420**
	TOTAL ENTERPRISE FUNDS	**1,033,220**
	RECREATION REVOLVING FUND	
Recreation Revolving Fund	Furniture	5,000
	15 Leased PC's / Laptops	2,980
	Recreation Revolving Fund Total	**7,980**
	TOTAL REVOLVING FUNDS	**7,980**

TOWN OF BROOKLINE FY2017 PROGRAM BUDGET	FULL-TIME EQUIVALENT (FTE) POSITIONS FUNDED					
GENERAL FUND	**FY12**	**FY13**	**FY14**	**FY15**	**FY16**	**FY17**
Selectmen	**6.48**	**6.48**	**6.48**	**6.48**	**6.48**	**6.48**
Human Resources	**5.00**	**5.00**	**5.00**	**5.98**	**5.98**	**5.98**
Information Technology	**11.40**	**11.40**	**11.40**	**12.40**	**12.00**	**12.00**
Finance	**29.04**	**29.04**	**29.04**	**29.16**	**30.22**	**30.22**
Comptroller	*5.00*	*5.00*	*5.00*	*5.00*	*5.00*	*5.00*
Purchasing	*5.93*	*5.93*	*5.93*	*5.93*	*5.93*	*5.93*
Assessor	*7.80*	*7.80*	*7.80*	*7.80*	*8.29*	*8.29*
Treasurer/ Collector	*10.31*	*10.31*	*10.31*	*10.43*	*11.00*	*11.00*
Legal Services	**6.53**	**6.53**	**6.53**	**6.53**	**6.53**	**6.53**
Advisory Committee	**0.35**	**0.35**	**0.40**	**0.40**	**0.40**	**0.40**
Town Clerk	**6.00**	**6.00**	**6.00**	**5.50**	**5.50**	**5.50**
Planning and Community Development	**12.39**	**12.60**	**12.60**	**12.80**	**12.80**	**12.80**
Police	**178.30**	**178.30**	**178.30**	**178.30**	**178.30**	**178.30**
Fire	**161.00**	**161.00**	**161.00**	**161.00**	**161.00**	**161.00**
Building	**31.93**	**32.93**	**33.42**	**35.42**	**35.42**	**35.42**
Public Works	**131.29**	**132.58**	**133.08**	**133.08**	**133.38**	**130.38**
Administration	*8.00*	*8.00*	*8.00*	*8.00*	*8.00*	*8.00*
Engineering/Transportation	*13.00*	*13.50*	*14.00*	*14.00*	*14.00*	*14.00*
Highway	*53.00*	*52.00*	*52.00*	*52.00*	*52.00*	*52.00*
Sanitation	*17.07*	*17.07*	*17.07*	*17.07*	*17.07*	*14.07*
Parks and Open Space	*40.22*	*42.01*	*42.01*	*42.01*	*42.31*	*42.31*
Library	**51.75**	**51.75**	**51.75**	**51.75**	**51.75**	**51.75**
Health & Human Services	**12.83**	**12.83**	**14.62**	**12.62**	**12.62**	**12.62**
Veterans' Services	**2.00**	**2.00**	**2.00**	**2.00**	**2.00**	**2.00**
Council on Aging	**12.16**	**12.60**	**12.77**	**12.87**	**13.04**	**13.04**
Diversity, Inclusion and Cmty Relations [1]	**1.00**	**1.00**	**0.00**	**2.72**	**2.72**	**2.72**
Recreation	**12.00**	**12.00**	**12.00**	**11.00**	**11.00**	**11.00**
GENERAL FUND TOTAL	**671.45**	**674.39**	**676.39**	**680.01**	**681.14**	**678.14**

* 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.

TOWN OF BROOKLINE FY2017 PROGRAM BUDGET	FULL-TIME EQUIVALENT (FTE) POSITIONS FUNDED

NON-GENERAL FUND	FY12	FY13	FY14	FY15	FY16	FY17
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	**14.16**	**13.53**	**15.33**	**15.75**	**15.75**	**15.75**
Golf Enterprise Fund	**3.67**	**3.00**	**3.00**	**3.00**	**3.00**	**3.00**
Community Development Block Grant	**3.20**	**2.40**	**2.40**	**2.89**	**2.89**	**2.89**
Handicapped Parking Fines Fund	**0.32**	**0.32**	**0.32**	**0.32**	**0.32**	**0.32**
Grants / Gifts	**9.60**	**10.16**	**10.16**	**10.16**	**9.16**	**9.16**
Police	*1.00*	*1.00*	*1.00*	*1.00*	*0.00*	*0.00*
Health Department	*5.42*	*6.42*	*6.42*	*6.42*	*6.42*	*6.42*
Council on Aging	*3.18*	*2.74*	*2.74*	*2.74*	*2.74*	*2.74*
NON-GENERAL FUND TOTAL	**72.45**	**70.91**	**72.71**	**73.62**	**72.62**	**72.62**
ALL TOWN FUNDS TOTAL	**743.90**	**745.30**	**749.10**	**753.63**	**753.76**	**750.76**

SCHOOL DEPARTMENT						
General Fund	**988.87**	**1,017.35**	**1,030.24**	**1,061.54**	**1,156.67**	**na**
Grant / Revolving Funds	**146.24**	**151.47**	**150.24**	**154.79**	**161.37**	**na**
SCHOOL DEPARTMENT TOTAL	**1,135.11**	**1,168.82**	**1,180.48**	**1,216.33**	**1,318.04**	**0.00**
ALL FUNDS TOTAL	**1,879.01**	**1,914.12**	**1,929.58**	**1,969.96**	**2,071.80**	**750.76**

TOWN OF BROOKLINE FY2017 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 $260.5 million, or 89% of total Financial Plan revenues. Total Financial Plan revenue is $291.41 million, which represents an increase of $11.4 million, or 4.1%. FY17 General Fund revenues are projected to increase by $10.13 million (4%) from the FY16 budgeted amounts. Operating Revenue, which is basically General Fund revenue less one-time revenues that support the Capital Improvement Program (CIP), increases $10.9 million, or 4.5%. 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	$8.97	4.6%
Capital Project Surplus	($1.03)	-
State Aid	$0.69	3.7%
Motor Vehicle Excise	$0.15	2.8%
Local Option Taxes	$0.16	6.6%
Building Permits	$0.10	4.3%
"Free Cash"	$0.30	5.9%
All Others	$0.80	-
TOTAL	**$10.14**	**4.0%**

	FY16	FY17	$ Change	% Change
Total General Fund Revenue	250,398,058	260,537,877	10,139,819	4.0%
Less:				
SBA Reimbursements	556,757	556,757	0	0.0%
Debt Exclusions	1,076,000	1,048,400	(27,600)	-2.6%
Free Cash	5,016,500	5,311,538	295,038	5.9%
Add'l Revenue for CIP	1,030,000	0	(1,030,000)	-100.0%
Tax Abatement Reserve Surplus	0	0	0	-
Capital Project Surplus	1,030,000	0	(1,030,000)	-
OPERATING REVENUE	**242,718,801**	**253,621,182**	**10,902,381**	**4.5%**

It should be noted that $850K of new revenue proposed by the Town Administrator is coming from a proposed increase in the parking meter rate and is contingent on Board of Selectmen approval. In addition, the State Aid figures used in this Financial Plan are based on the Governor's FY2017 budget proposal which was submitted on January 27th. For Brookline, the Governor's proposal results in a total State Aid increase of $688,971. Since both the House and Senate need to offer their own versions of a FY2017 State budget, it is likely that final State Aid figures will be different by the time a final FY2017 State budget is approved.

A detailed description and analysis of the FY2017 revenue items and related changes are found within the pages that follow.

REVENUE SOURCE	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 BUDGET	BUDGET INCREASE $$	BUDGET INCREASE %
Property Taxes *	175,783,902	182,239,297	195,049,924	195,049,924	204,023,297	8,973,373	4.6%
Local Receipts	25,522,496	25,847,019	23,568,685	24,632,180	23,836,698	268,013	1.1%
State Aid	16,633,741	17,675,450	18,837,306	18,837,306	19,526,277	688,971	3.7%
Free Cash	7,655,155	5,084,152	5,016,500	5,016,500	5,311,538	295,038	5.9%
Other Available Funds	6,852,688	9,003,508	7,925,643	7,925,643	7,840,067	(85,576)	-1.1%
General Fund Revenues	**232,447,982**	**239,849,426**	**250,398,058**	**251,461,553**	**260,537,877**	**10,139,819**	**4.0%**
Water/Sewer Enterprise **	24,403,460	24,641,356	25,839,945	25,839,945	26,928,189	1,088,244	4.2%
Golf Enterprise**	1,122,798	1,135,781	1,198,520	1,120,206	1,340,733	142,213	11.9%
Recreation Revolving Fund **	2,138,359	2,312,626	2,528,527	2,528,527	2,608,741	80,214	3.2%
Total Financial Plan Revenues	**260,112,599**	**267,939,188**	**279,965,051**	**280,950,232**	**291,415,541**	**11,450,490**	**4.1%**

* The figures provided for the FY14 and FY15 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 FY2017 FINANCING PLAN	REVENUE GROUP: Overall Summary SUB-GROUP: Overall Summary

DETAILED REVENUE SUMMARY

GENERAL FUND	FY14 ACTUAL	FY15 ACTUAL	FY16 BUDGET	FY17 BUDGET	FY17 vs FY16 $$	FY17 vs FY16 %
Property Taxes *	**175,783,902**	**182,239,297**	**195,049,924**	**204,023,297**	**8,973,373**	**4.6%**
Local Receipts	**25,522,496**	**25,847,019**	**23,568,685**	**23,836,698**	**268,013**	**1.1%**
Motor Vehicle Excise (MVE)	5,808,435	6,129,194	5,350,000	5,500,000	150,000	2.8%
Local Option Taxes	2,576,619	2,666,453	2,475,000	2,638,500	163,500	6.6%
Licenses & Permits	1,237,186	1,241,040	1,191,275	1,165,775	(25,500)	-2.1%
Parking / Court Fines	4,229,720	3,989,818	4,200,000	4,100,000	(100,000)	-2.4%
General Government	4,864,997	4,572,985	3,637,210	3,932,179	294,969	8.1%
Interest Income	777,030	779,436	715,000	727,250	12,250	1.7%
PILOTs	1,198,180	1,317,054	1,335,000	890,000	(445,000)	-33.3%
Refuse Fee	2,656,738	2,698,242	2,650,000	2,650,000	0	0.0%
Departmental & Other	2,173,592	2,452,797	2,015,200	2,232,994	217,794	10.8%
State Aid	**16,633,741**	**17,675,450**	**18,837,306**	**19,526,277**	**688,971**	**3.7%**
General Government Aid	5,581,819	5,750,214	5,961,515	6,213,185	251,670	4.2%
School Aid	10,379,621	11,168,092	12,188,524	12,624,556	436,032	3.6%
School Construction Aid	556,757	556,757	556,757	556,757	0	0.0%
Tax Abatement Aid	4,518	73,944	39,059	41,913	2,854	7.3%
Offset Aid	111,026	126,443	91,451	89,866	(1,585)	-1.7%
Other Available Funds	**6,852,688**	**9,003,508**	**7,925,643**	**7,840,067**	**(85,576)**	**-1.1%**
Parking Meter Receipts	4,100,000	4,300,000	4,300,000	5,150,000	850,000	19.8%
Walnut Hill Cemetery Fund	75,000	75,000	75,000	75,000	0	0.0%
State Aid for Libraries	41,555	41,555	0	0	0	-
Golf Enterprise Fund Reimb.	150,416	163,049	177,791	182,098	4,307	2.4%
Recreation Revolving Fund Reimb.	353,717	349,934	354,124	375,900	21,776	6.1%
Water and Sewer Enterprise Fund Reimb.	2,125,747	1,973,970	1,988,729	2,057,070	68,341	3.4%
Tax Abatement Reserve Surplus	0	2,100,000	0	0	0	-
Capital Project Surplus	6,253	0	1,030,000	0	(1,030,000)	-100.0%
Sale of Town-owned Land	0	0	0	0	0	0.0%
Free Cash	**7,655,155**	**5,084,152**	**5,016,500**	**5,311,538**	**295,038**	**5.9%**
Capital Improvements	4,818,745	4,148,339	4,224,403	4,421,493	197,090	4.7%
Operating Budget Reserve	507,190	530,584	550,050	587,184	37,134	6.8%
Strategic Reserves / Other Spec Approp's	2,329,221	405,229	242,047	302,861	60,814	25.1%
TOTAL GENERAL FUND REVENUE	**232,447,982**	**239,849,426**	**250,398,058**	**260,537,877**	**10,139,819**	**4.0%**
ENTERPRISE FUND / REVOLVING FUND REVENUE						
Water and Sewer Enterprise Fund **	24,403,460	24,641,356	25,839,945	26,928,189	1,088,244	4.2%
Golf Course Enterprise Fund **	1,122,798	1,135,781	1,198,520	1,340,733	142,213	11.9%
Recreation Revolving Fund **	2,138,359	2,312,626	2,528,527	2,608,741	80,214	3.2%
TOTAL ENTERPRISE / REVOLVING FUND REVENUE	**27,664,617**	**28,089,763**	**29,566,993**	**30,877,664**	**1,310,671**	**4.4%**
TOTAL REVENUES	**260,112,599**	**267,939,188**	**279,965,051**	**291,415,541**	**11,450,490**	**4.1%**

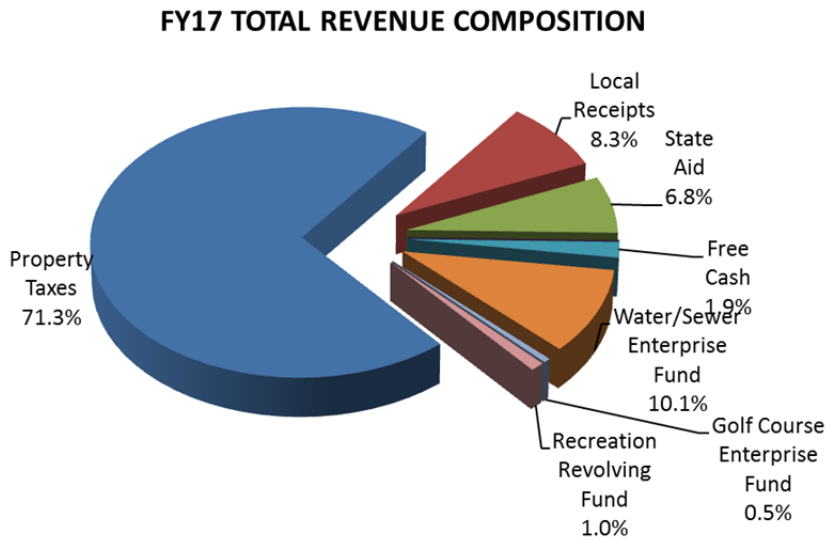
* The figures provided for the FY14 and FY15 Property Tax Actuals represent the total levy, not actual collections.
** These figures are net of Reimbursements to the General Fund, as those amounts are accounted for in the "Other Available Funds" category.

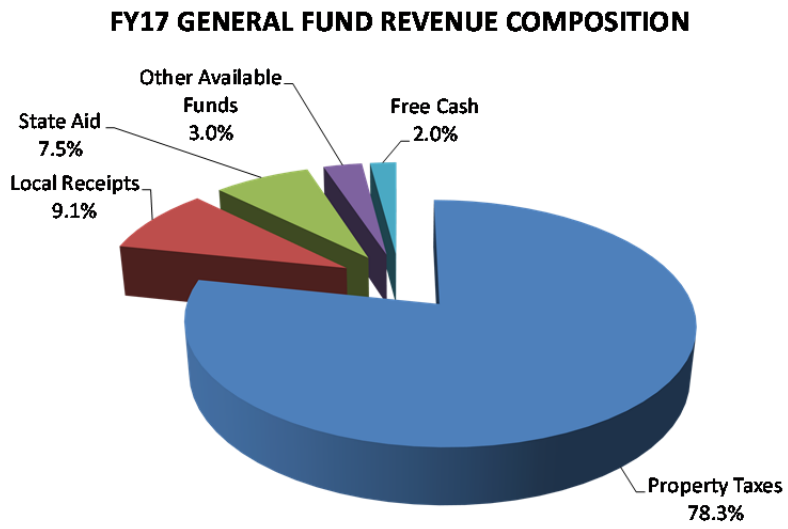
TOWN OF BROOKLINE FY2017 FINANCING PLAN	REVENUE GROUP: Overall Summary SUB-GROUP: Overall Summary – By Fund

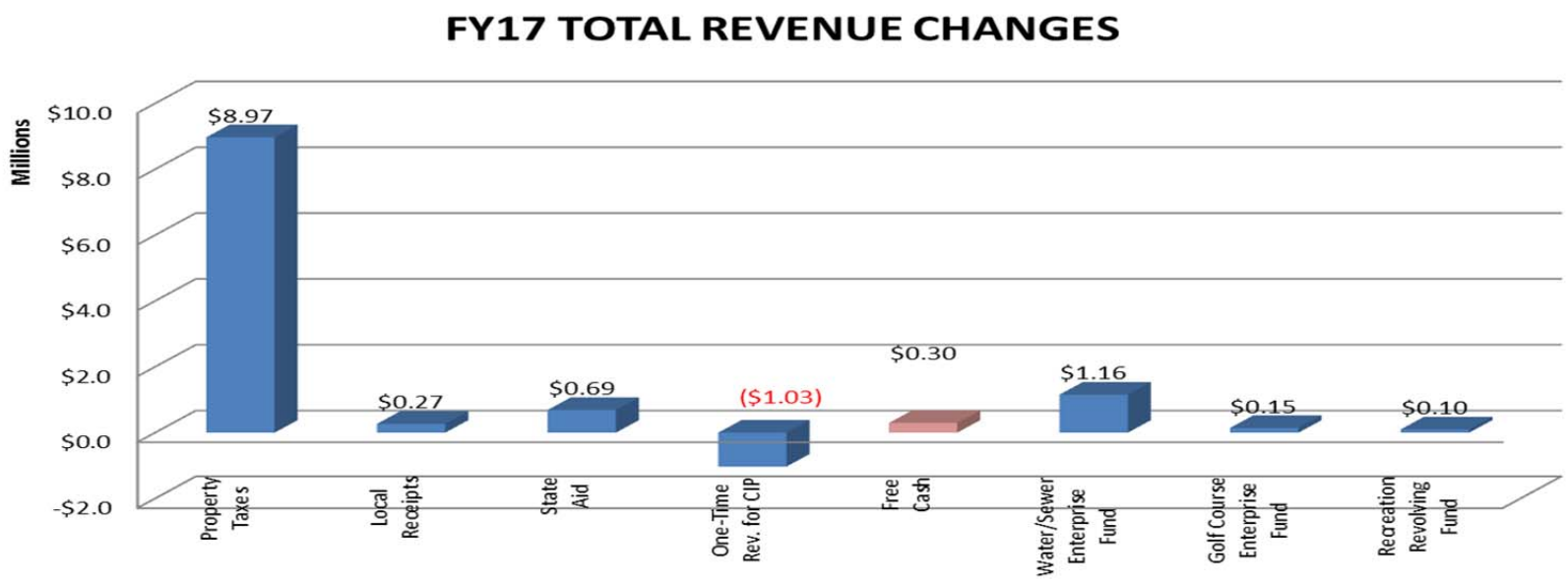
FY2017 REVENUE BY FUND

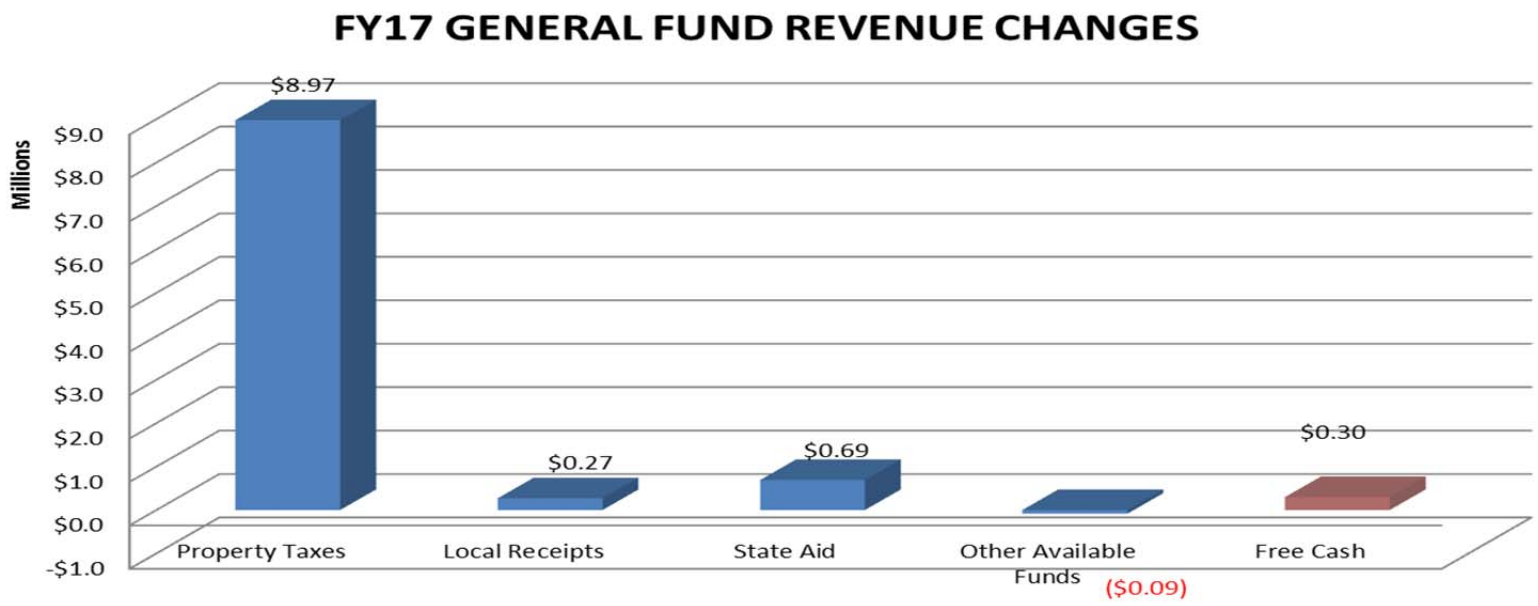
	General Fund [1]	Water & Sewer Enterprise Fund	Golf Enterprise Fund	Recreation Revolving Fund	Parking Meter Fund [2]	Cemetery Fund [2]	Capital Project Surplus [2]	TOTAL
Property Taxes	204,023,297							204,023,297
Local Receipts	23,836,698							23,836,698
State Aid	19,526,277							19,526,277
Parking Meter Receipts					5,150,000			5,150,000
Walnut Hill Cemetery Fund						75,000		75,000
State Aid for Libraries								
Golf Enterprise Fund Reimbursement			182,098					182,098
Recreation Revolving Fund Reimbursement				375,900				375,900
Water and Sewer Enterprise Fund Reimbursement		2,057,070						2,057,070
Capital Project Surplus								
Free Cash	5,311,538							5,311,538
TOTAL GENERAL FUND	**252,697,810**	**2,057,070**	**182,098**	**375,900**	**5,150,000**	**75,000**		**260,537,877**
Water and Sewer Enterprise Fund [3]		26,928,189						26,928,189
Golf Course Enterprise Fund [3]			1,340,733					1,340,733
Recreation Revolving Fund [3]				2,608,741				2,608,741
TOTAL FINANCIAL PLAN	**252,697,810**	**28,985,259**	**1,522,831**	**2,984,641**	**5,150,000**	**75,000**		**291,415,541**

[1] Includes revenue from property taxes, local receipts, state aid, and Free Cash (not the "Other Available Funds" category shown on the previous pages).
[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.






FY17 TOTAL REVENUE CHANGES
Millions
$10.0
$8.0
$6.0
$4.0
$2.0
$0.0
-$2.0
$8.97
$0.27
$0.69
($1.03)
$0.30
$1.16
$0.15
$0.10
Property Taxes
Local Receipts
State Aid
One-Time Rev. for CIP
Free Cash
Water/Sewer Enterprise Fund
Golf Course Enterprise Fund
Recreation Revolving Fund


FY17 GENERAL FUND REVENUE CHANGES
Millions
$9.0
$8.0
$7.0
$6.0
$5.0
$4.0
$3.0
$2.0
$1.0
$0.0
-$1.0
$8.97
$0.27
$0.69
($0.09)
$0.30
Property Taxes
Local Receipts
State Aid
Other Available Funds
Free Cash

TOTAL REVENUES

$ (millions)
% of General Fund Budget

REVENUE SOURCE	FY81	FY82	FY08 ACT.	FY09 ACT.	FY10 ACT.	FY11 ACT.	FY12 ACT.	FY13 ACT.	FY14 ACT.	FY15 ACT.	FY16 BUD.	FY17 BUD.
PROPERTY TAX	$45.8	$40.8	$133.8	$146.5	$152.6	$155.9	$162.7	$169.0	$174.9	$182.2	$195.0	$204.0
	76.4%	71.0%	70.5%	73.7%	74.6%	77.2%	76.6%	74.8%	75.5%	76.0%	77.9%	78.3%
LOCAL RECEIPTS	$3.8	$5.3	$24.5	$22.5	$21.0	$22.6	$23.8	$24.5	$25.5	$25.8	$23.6	$23.8
	6.4%	9.2%	12.9%	11.3%	10.3%	11.2%	11.2%	10.8%	11.0%	10.8%	9.4%	9.1%
STATE AID	$5.5	$7.2	$18.9	$18.0	$16.5	$13.8	$13.8	$15.1	$16.6	$17.7	$18.8	$19.5
	9.2%	12.5%	10.0%	9.0%	8.1%	6.8%	6.5%	6.7%	7.2%	7.4%	7.5%	7.5%
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	$3.8	$6.0	$7.1	$4.6	$5.4	$5.3	$7.7	$5.1	$5.0	$5.3
	5.7%	4.7%	2.0%	3.0%	3.4%	2.3%	2.5%	2.4%	3.3%	2.1%	2.0%	2.0%
OTHER AVAILABLE FUNDS	$0.3	$0.5	$8.6	$6.0	$7.4	$5.1	$6.6	$11.9	$6.9	$9.0	$7.9	$7.8
	0.5%	0.9%	4.5%	3.0%	3.6%	2.5%	3.1%	5.3%	3.0%	3.8%	3.2%	3.0%
GENERAL FUND BUDGET TOTAL	$59.9	$57.5	$189.7	$198.9	$204.6	$202.0	$212.3	$225.9	$231.5	$239.8	$250.4	$260.5
WATER & SEWER ENT FUND (1)	$2.1	$2.9	$18.0	$21.1	$20.9	$22.4	$23.1	$24.5	$24.4	$24.6	$25.8	$26.9
GOLF COURSE ENT FUND (1)	$0.0	$0.0	$0.9	$1.0	$0.9	$0.9	$1.0	$1.1	$1.1	$1.1	$1.2	$1.3
RECREATION REVOLVING FUND (1)	$0.0	$0.0	$1.3	$1.5	$1.6	$1.9	$1.9	$2.2	$2.1	$2.3	$2.5	$2.6
TOTAL FINANCIAL PLAN	$62.0	$60.4	$209.9	$222.5	$228.2	$227.2	$238.4	$253.7	$259.2	$267.9	$280.0	$291.4

(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	FY08 ACT.	FY09 ACT.	FY10 ACT.	FY11 ACT.	FY12 ACT.	FY13 ACT.	FY14 ACT.	FY15 BUDGET	FY16 BUDGET	FY17 BUDGET
PROPERTY TAX	($5.1)	$5.0	$12.7	$6.0	$3.3	$6.8	$6.4	$5.8	$7.4	$12.8	$9.0
	-11.1%	3.9%	9.5%	4.1%	2.2%	4.3%	3.9%	3.5%	4.2%	7.0%	4.6%
LOCAL RECEIPTS	$1.5	$1.2	($2.1)	($1.4)	$1.6	$1.2	$0.6	$1.0	$0.3	$0.8	$0.3
	39.1%	5.3%	-8.4%	-6.3%	7.5%	5.5%	2.6%	4.9%	104.9%	3.5%	1.1%
STATE AID	$1.7	$0.9	($1.0)	($1.4)	($2.7)	($0.0)	$1.3	$1.5	$1.0	$1.2	$0.7
	31.1%	5.1%	-5.2%	-7.9%	-16.5%	-0.1%	9.6%	10.0%	6.3%	6.8%	3.7%
FEDERAL REVENUE	($0.1)	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
SHARING	-5.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
FREE CASH	($0.6)	($1.6)	$2.1	$1.1	($2.5)	$0.8	($0.0)	$2.3	($2.6)	($0.1)	$0.3
	-17.9%	-29.2%	56.1%	18.4%	-34.9%	17.2%	-0.8%	43.5%	-33.6%	-1.3%	5.9%
OTHER AVAILABLE FUNDS	$0.2	($0.3)	($2.6)	$1.4	($2.3)	$1.5	$5.3	($5.0)	$2.2	$0.0	($0.1)
	70.8%	-3.8%	-30.4%	23.9%	-31.5%	30.3%	79.7%	-42.4%	31.4%	0.3%	-1.1%
GENERAL FUND BUDGET TOTAL	($2.4)	$5.2	$9.2	$5.7	($2.7)	$10.3	$13.5	$5.7	$8.3	$14.8	$10.1
	-4.1%	2.8%	4.8%	2.9%	-1.3%	5.1%	6.4%	2.5%	3.6%	6.3%	4.0%
WATER & SEWER	$0.9	$0.3	$3.1	($0.1)	$1.5	$0.7	$1.4	($0.1)	$0.2	($0.1)	$1.1
ENT FUND (1)	41.0%	1.8%	17.0%	-0.6%	6.9%	3.3%	6.0%	-0.5%	1.0%	-0.2%	4.2%
GOLF COURSE	$0.0	$0.1	$0.1	($0.1)	($0.0)	$0.1	$0.0	$0.1	$0.0	$0.1	$0.1
ENT FUND (1)	0.0%	7.5%	14.3%	-5.9%	-1.5%	11.0%	3.4%	4.9%	1.2%	10.1%	11.9%
RECREATION	$0.0	$0.3	$0.2	$0.1	$0.3	$0.0	$0.3	($0.1)	$0.2	$0.1	$0.1
REVOLVING FUND (1)	0.0%	31.0%	17.1%	6.3%	17.3%	0.9%	14.9%	-2.8%	8.1%	4.4%	3.2%
TOTAL FINANCIAL PLAN	($1.5)	$5.9	$12.6	$5.6	($0.9)	$11.2	$15.3	$5.5	$8.7	$14.9	$11.5
	-2.6%	2.9%	6.0%	2.5%	-0.4%	4.9%	6.4%	2.2%	3.4%	5.7%	4.1%

(1) 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 FY2017 FINANCING PLAN	FUND: General Fund	REVENUE GROUP: Property Tax SUB-GROUP: Property Tax

PROPERTY TAX

Property Tax is the primary source of revenue for most Massachusetts municipalities. In Brookline, Property Taxes represent more than 78% of General Fund revenues. Property Taxes are levied on both real property (land and buildings) and personal property (equipment). State law mandates that communities update their property values every three years and obtain state certification that such values represent full and fair cash value. A comprehensive town-wide revaluation was completed in FY2015, with the next one scheduled for FY2018.

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 FY2016 are preliminary estimates used to project the Levy Limit. The FY2017 Maximum Allowable Levy is projected to total $204,023,297, representing an increase of $8,973,373 (4.6%) over the FY2016 Levy. The figures below detail how the estimated FY2017 levy is calculated:

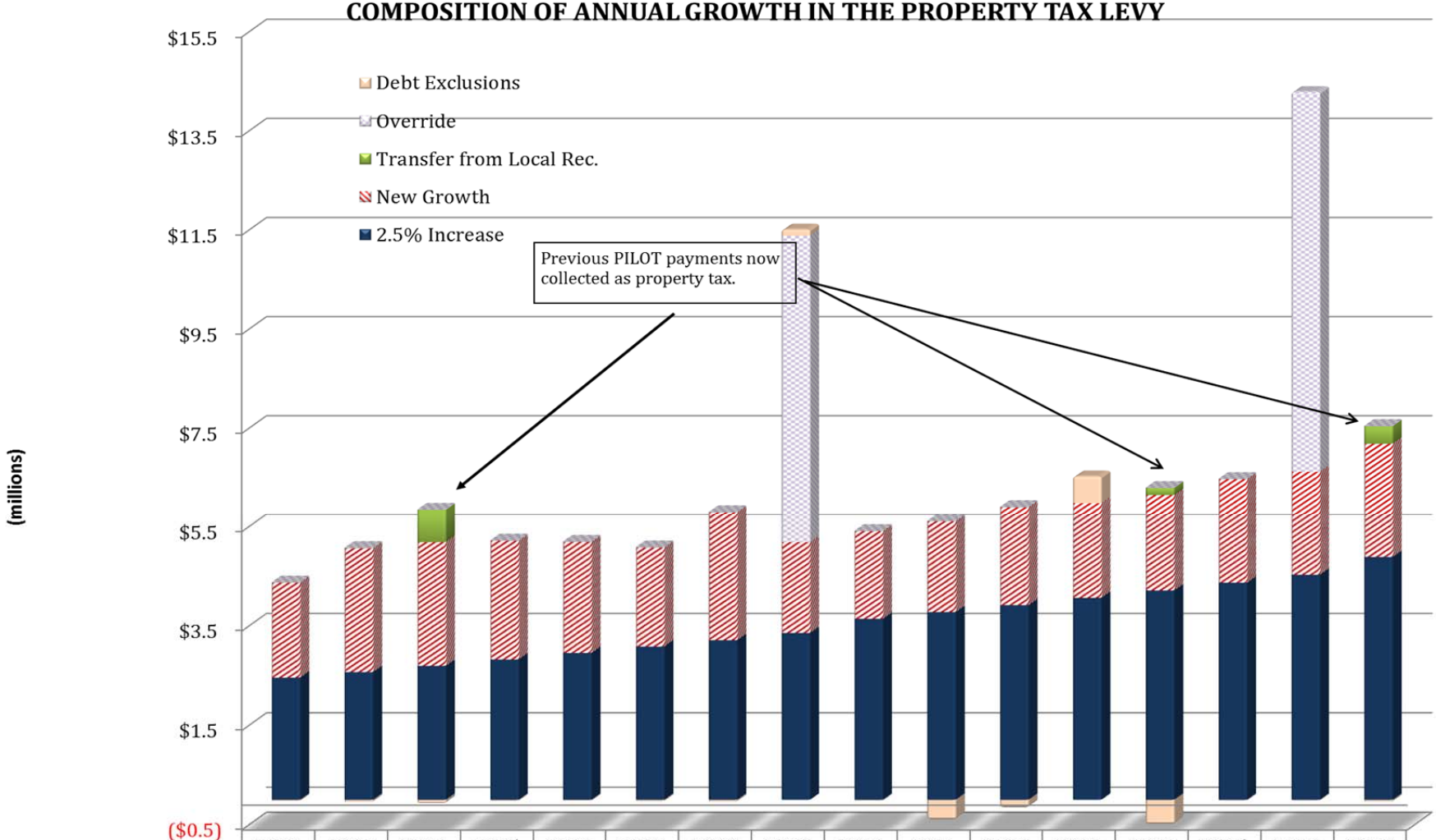
FY16 LEVY LIMIT	$195,438,924
PROP. 2 1/2 INCREASE	$4,885,973
SUB-TOTAL	$200,324,897
NEW GROWTH (est.)	$2,650,000
OVERRIDE	$0
ESTIMATED FY17 LEVY LIMIT	$202,974,897
DEBT EXCLUSIONS	$1,048,400
FY17 TOTAL PROPERTY TAX LEVY	**$204,023,297**

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

REVENUE SOURCE	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 BUDGET	BUDGET INCREASE $$	%
Prior Year Levy Limit	168,537,757	174,686,609	181,154,340	181,154,340	195,438,924		
2.5% Increase	4,213,444	4,367,165	4,528,858	4,528,858	4,885,973		
New Growth	1,935,408	2,100,566	2,090,726	2,090,726	2,650,000		
Override	0	0	7,665,000	7,665,000			
Debt Exclusions	1,112,800	1,094,400	1,076,000	1,076,000	1,048,400		
(less) Excess Capacity	(15,507)	(9,443)	(1,465,000)	(1,465,000)	0		
Total Property Tax Levy	175,783,902	182,239,297	195,049,924	195,049,924	204,023,297	8,973,373	4.6%

TOWN OF BROOKLINE FY2017 FINANCING PLAN	FUND: General Fund	REVENUE GROUP: Property Tax SUB-GROUP: Property Tax

COMPOSITION OF ANNUAL GROWTH IN THE PROPERTY TAX LEVY



	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17 (est.)
Debt Exclusions	-0.03	-0.05	-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	-0.05
Override	0	0	0	0	0	0	0	6.2	0	0	0	0	0	0	7.67	0
Transfer from Local Rec.	0	0	0.66	0	0	0	0	0	0	0	0	0	0.14	0	0	0.35
New Growth	1.91	2.49	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	2.30
2.5% Increase	2.46	2.57	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

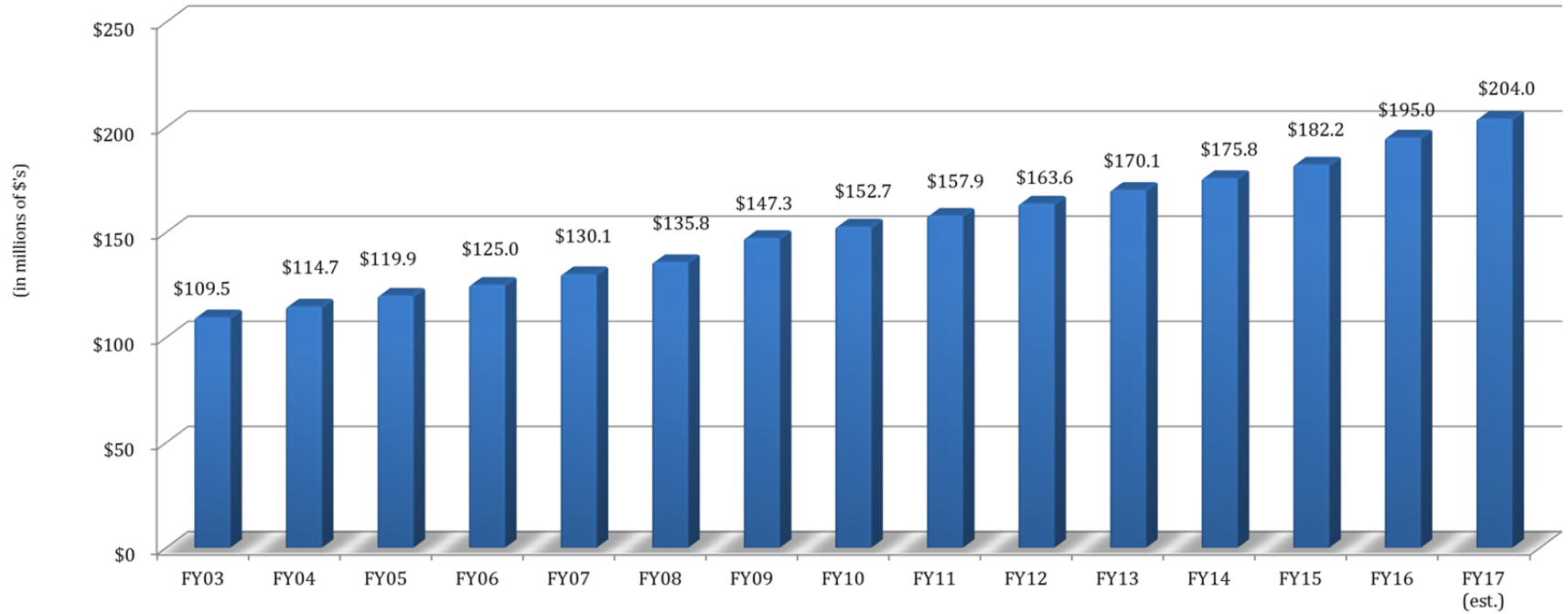
TOWN OF BROOKLINE FY2017 FINANCING PLAN	FUND: General Fund	REVENUE GROUP: Property Tax SUB-GROUP: Property Tax

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, 2015**	Uncollected Real Estate & Pers Prop **As Of Dec 31, 2015**	% Collected As **Of Dec 31, 2015**	(3) Tax Titles / Foreclosures Receivable As of Yr-End
2000	96,399,645	95,425,278	99.0%	974,367	974,367	0	100.0%	446,610
2001	100,217,510	99,792,628	99.6%	424,882	424,882	0	100.0%	437,625
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	168,046,465	98.7%	2,147,823	1,773,994	373,829	99.8%	1,181,226
2014	175,831,775	174,403,437	99.2%	1,988,020	1,617,750	370,270	100.1%	1,451,799
2015	181,664,856	179,930,565	99.0%	1,970,655	(119,773)	2,090,428	99.0%	1,539,728

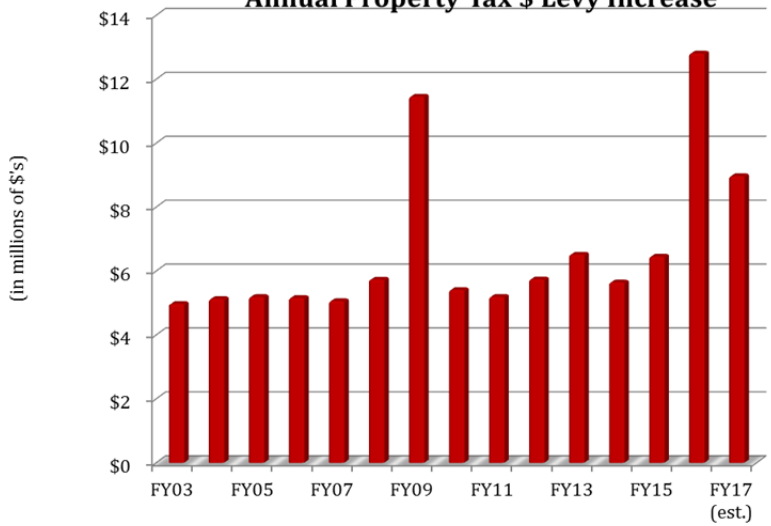
1. Accounts Receivable Balance on June 30 of Base Year.
2. Each year-end sum of activities is added to the previous year. This column changes every year until the uncollected balance is $0. The balance may equal the Tax Title balance for that year.
3. Base Year Tax Title amount.

TOWN OF BROOKLINE FY2017 FINANCING PLAN	FUND: General Fund	REVENUE GROUP: Property Tax SUB-GROUP: Property Tax

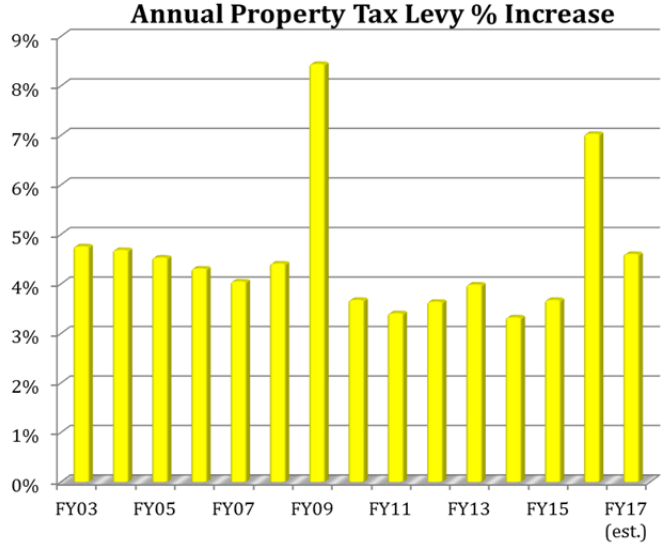
Annual Property Tax Levy



Annual Property Tax $ Levy Increase



Annual Property Tax Levy % Increase



TOWN OF BROOKLINE FY2017 FINANCING PLAN	FUND: General Fund	REVENUE GROUP: Property Tax SUB-GROUP: Property Tax

MEDIAN PER PARCEL VALUES AND TAX BILLS

DESCRIPTION	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16
Single Family Median Assessed Value	1,023,550	986,900	1,017,000	1,022,400	1,027,300	1,059,400	1,071,750	1,114,000	1,193,600	1,298,000
$ Change	6,450	(36,650)	30,100	5,400	4,900	32,100	12,350	42,250	79,600	104,400
% Change	0.6%	-3.6%	3.0%	0.5%	0.5%	3.1%	1.2%	3.9%	7.1%	8.7%
Single Family Median Tax Bill	8,341	8,437	9,130	9,429	9,771	10,187	10,531	10,694	10,704	11,342
$ Change	203	96	693	299	342	416	344	162	10	638
% Change	2.5%	1.2%	8.2%	3.3%	3.6%	4.3%	3.4%	1.5%	0.1%	6.0%
Two Family Median Assessed Value	950,900	932,450	953,200	956,100	958,850	975,400	981,500	1,032,450	1,160,450	1,307,850
$ Change	900	(18,450)	20,750	2,900	2,750	16,550	6,100	50,950	128,000	147,400
% Change	0.1%	-1.9%	2.2%	0.3%	0.3%	1.7%	0.6%	5.2%	12.4%	12.7%
Two Family Median Tax Bill	7,634	7,883	8,448	8,701	8,998	9,230	9,480	9,765	10,350	11,444
$ Change	137	249	565	253	296	232	250	285	585	1,095
% Change	1.8%	3.3%	7.2%	3.0%	3.4%	2.6%	2.7%	3.0%	6.0%	10.6%
Three Family Median Assessed Value	1,102,900	1,078,450	1,113,200	1,115,150	1,116,000	1,151,400	1,152,400	1,209,400	1,275,300	1,444,000
$ Change	14,900	(24,450)	34,750	1,950	850	35,400	1,000	57,000	65,900	168,700
% Change	1.4%	-2.2%	3.2%	0.2%	0.1%	3.2%	0.1%	4.9%	5.4%	13.2%
Three Family Median Tax Bill	9,113	9,369	10,158	10,446	10,773	11,236	11,471	11,780	11,577	12,863
$ Change	298	256	789	288	327	463	235	309	(204)	1,287
% Change	3.4%	2.8%	8.4%	2.8%	3.1%	4.3%	2.1%	2.7%	-1.7%	11.1%
Condo Median Assessed Value	424,800	411,450	423,500	423,000	423,900	421,900	425,200	447,000	496,150	547,800
$ Change	13,400	(13,350)	12,050	(500)	900	(2,000)	3,300	21,800	49,150	51,650
% Change	3.3%	-3.1%	2.9%	-0.1%	0.2%	-0.5%	0.8%	5.1%	11.0%	10.4%
Condo Median Tax Bill	2,515	2,579	2,786	2,853	2,953	2,920	2,999	3,097	3,255	3,525
$ Change	162	64	206	68	99	(33)	79	97	159	270
% Change	6.9%	2.6%	8.0%	2.4%	3.5%	-1.1%	2.7%	3.2%	5.1%	8.3%
Commercial Median Assessed Value	914,300	971,500	1,015,600	1,033,800	1,038,350	1,048,450	1,085,750	1,171,800	1,350,600	1,475,100
$ Change	(29,200)	57,200	44,100	18,200	4,550	10,100	37,300	86,050	178,800	124,500
% Change	-3.1%	6.3%	4.5%	1.8%	0.4%	1.0%	3.6%	7.9%	15.3%	9.2%
Commercial Median Tax Bill	14,519	16,224	17,590	18,402	19,002	19,480	20,597	21,678	23,487	25,062
$ Change	(67)	1,705	1,366	811	600	478	1,116	1,082	1,809	1,575
% Change	-0.5%	11.7%	8.4%	4.6%	3.3%	2.5%	5.7%	5.3%	8.3%	
Residential Tax Rate	9.73	10.18	10.69	10.97	11.30	11.40	11.65	11.39	10.68	10.42
% Change	1.9%	4.6%	5.0%	2.6%	3.0%	0.9%	2.2%	-2.2%	-6.2%	-2.4%
Commercial Tax Rate	15.88	16.70	17.32	17.80	18.30	18.58	18.97	18.50	17.39	16.99
% Change	2.7%	5.2%	3.7%	2.8%	2.8%	1.5%	2.1%	-2.5%	-6.0%	-2.3%
Residential Exemption	166,331	158,100	162,923	162,904	162,607	165,764	167,761	175,127	191,357	209,531
Residential Exemption (Tax)	1,618.40	1,609.46	1,741.65	1,787.06	1,837.46	1,889.71	1,954.42	1,994.70	2,043.69	2,183.31
% Change	2.7%	-0.6%	8.2%	2.6%	2.8%	2.8%	3.4%	2.1%	2.5%	6.8%

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

LOCAL RECEIPTS SUMMARY

Local Receipts, estimated to add $23.84 million to the Town's revenue stream, represent 9.1% 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 $268,013 (1.1%) over the FY16 budgeted amounts. A summary of the changes are as follows:

1.) **Motor Vehicle Excise (MVE)** - increases $150,000 (2.8%) to $5.5 million.

2.) **Local Option Taxes** - increase $163,500 (6.6%) to $2.64 million to reflect the actual experience of the meals and lodging excise taxes and the opening of the new Homewood Suites hotel at the former Red Cab site.

3.) **General Government** - this category increases $294,969 (8.1%) to $3.93 million due primarily to Registered Marijuana Dispensary (RMD) Host Community Agreement Revenue ($125,000) and an increase in Building Permits ($100,000, 4.3%).

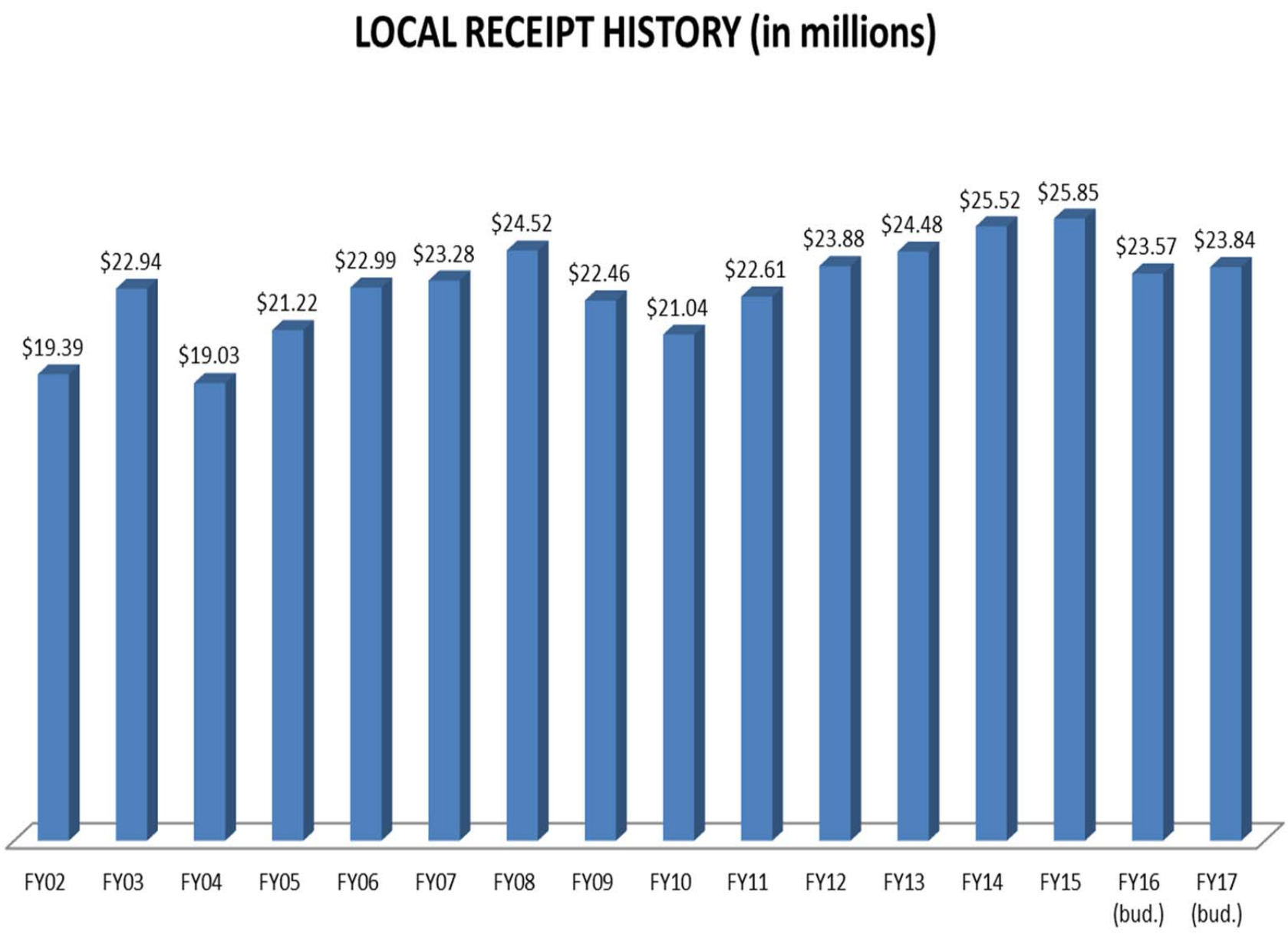
4.) **Payment in Lieu of Taxes (PILOTs)** - decrease $445,000 (33.3%) to $890K primarily due to the conversion of The Village at Brookline from a 121A to Property Tax.

5.) **Departmental and Other** - increases $217,794 (10.8%) to $2.23 million due to an increase in Parking Fees ($100,000, 20.5%), Medicaid Reimbursement (Schools) ($105,794) and On-Line Parking Ticket Convenience Fees ($7,000 7.4%).

6.) **Licenses / Permits** - decrease $25,500 (2.1%) to $1.17 million due primarily to a decrease in Hackney Licenses ($40,000, 57.1%).

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

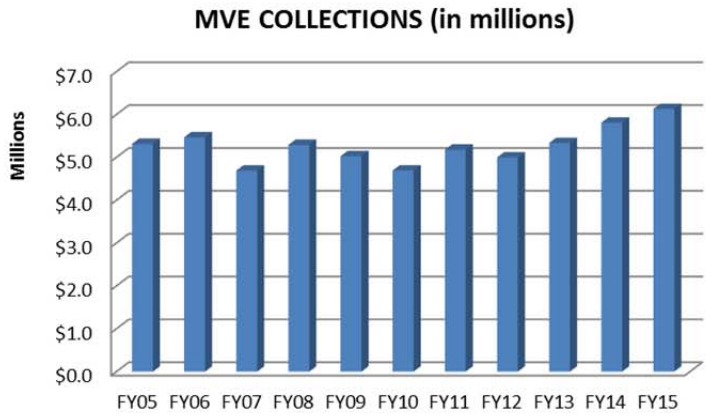
REVENUE SOURCE	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 BUDGET	BUDGET INCREASE $$	%
Motor Vehicle Excise	5,808,435	6,129,194	5,350,000	5,500,000	5,500,000	150,000	2.8%
Local Option Taxes	2,576,619	2,666,453	2,475,000	2,700,000	2,638,500	163,500	6.6%
Licenses and Permits	1,237,186	1,241,040	1,191,275	1,165,775	1,165,775	(25,500)	-2.1%
Parking and Court Fines	4,229,720	3,989,818	4,200,000	4,200,000	4,100,000	(100,000)	-2.4%
General Government	4,864,997	4,572,985	3,637,210	3,832,210	3,932,179	294,969	8.1%
Interest Income	777,030	779,436	715,000	750,000	727,250	12,250	1.7%
In Lieu of Tax Payments	1,198,180	1,317,054	1,335,000	1,340,000	890,000	(445,000)	-33.3%
Refuse Fees	2,656,738	2,698,242	2,650,000	2,650,000	2,650,000	0	0.0%
Departmental and Other	2,173,592	2,452,797	2,015,200	2,494,195	2,232,994	217,794	10.8%
Total	25,522,496	25,847,019	23,568,685	24,632,180	23,836,698	268,013	1.1%

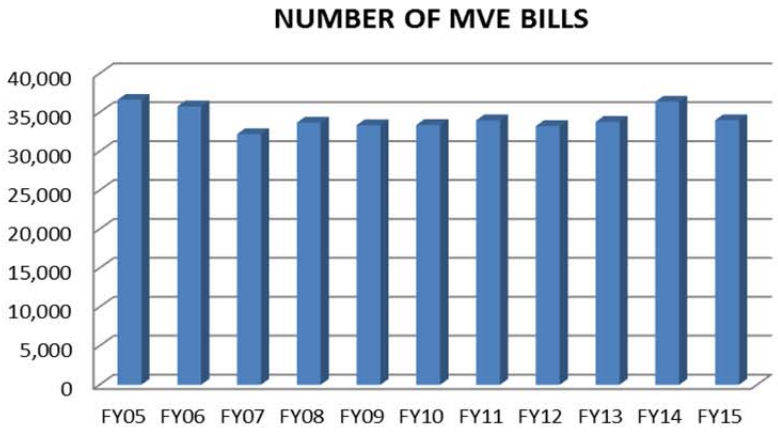

LOCAL RECEIPT HISTORY (in millions)
$19.39
$22.94
$19.03
$21.22
$22.99
$23.28
$24.52
$22.46
$21.04
$22.61
$23.88
$24.48
$25.52
$25.85
$23.57
$23.84
FY02
FY03
FY04
FY05
FY06
FY07
FY08
FY09
FY10
FY11
FY12
FY13
FY14
FY15
FY16 (bud.)
FY17 (bud.)

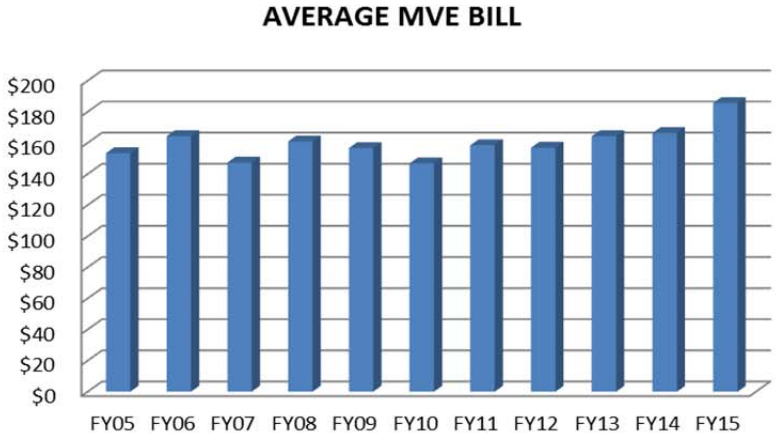
TOWN OF BROOKLINE FY2017 FINANCING PLAN	FUND: General Fund	REVENUE GROUP: Local Receipts SUB-GROUP: Motor Vehicle Excise

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 $5.5 million in FY17, an amount that is $150,000 (2.8%) above the FY16 budgeted amount.







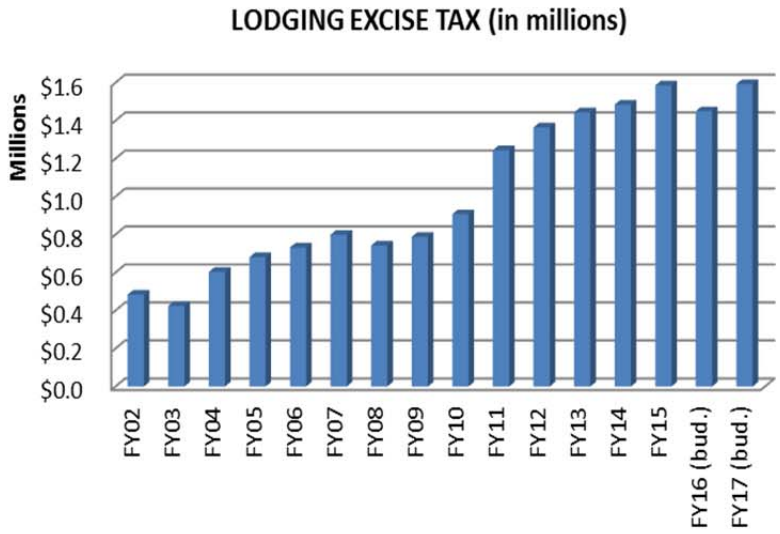
REVENUE SOURCE	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 BUDGET	BUDGET INCREASE $$	%
Motor Vehicle Excise	5,808,435	6,129,194	5,350,000	5,500,000	5,500,000	150,000	2.8%

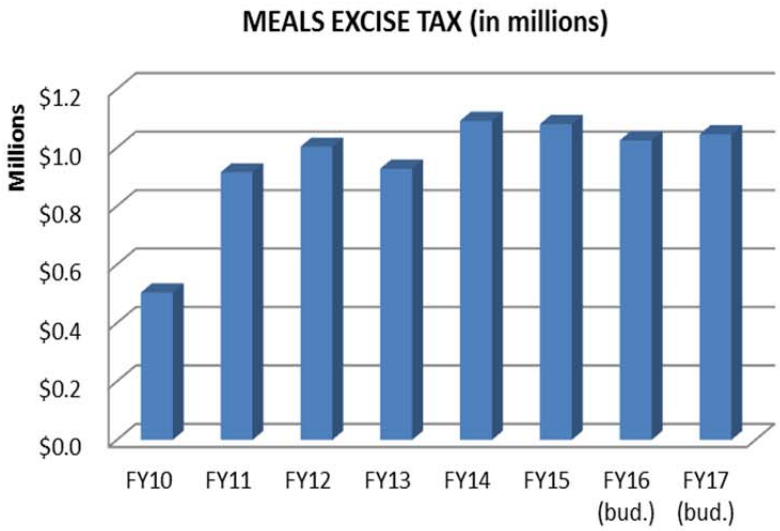
LOCAL OPTION TAXES

This category of local receipts consists of the Lodging Excise Tax and the Meals Excise Tax. These two 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 and the Meals Excise Tax was first adopted in 2009.

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 FY17, this revenue source is expected to generate $1.59 million, an increase of $143,000 (9.9%) from the FY16 budgeted amount primarily due to revenue from the new Homewood Suites hotel at the former Red Cab site.

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 FY17, this revenue source is expected to generate $1.045 million, an increase of $20,500 (2%).





REVENUE SOURCE	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 BUDGET	BUDGET INCREASE $$	BUDGET INCREASE %
Lodging Excise Tax	1,484,588	1,585,628	1,450,000	1,500,000	1,593,000	143,000	9.9%
Meals Excise Tax	1,092,031	1,080,825	1,025,000	1,100,000	1,045,500	20,500	2.0%
Total	2,576,619	2,666,453	2,475,000	2,600,000	2,638,500	163,500	6.6%

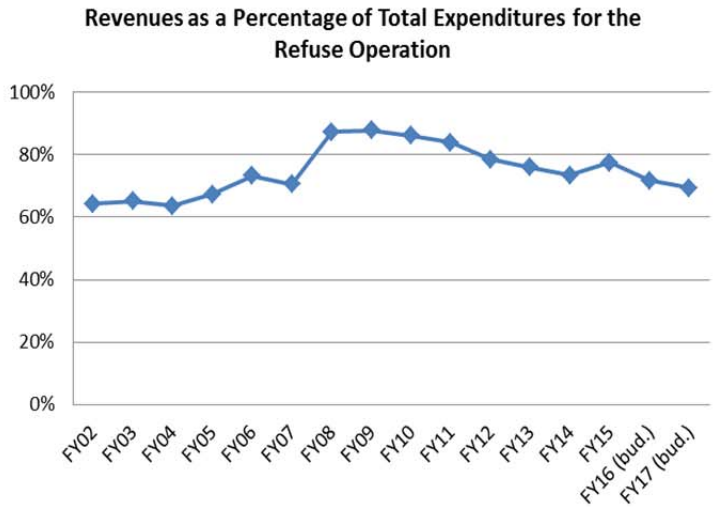
TOWN OF BROOKLINE FY2017 FINANCING PLAN	FUND: General Fund	REVENUE GROUP: Local Receipts SUB-GROUP: Refuse Fee

REFUSE FEE

For FY17, the Refuse Fee is assumed to remain level at $200 per year. This should generate $2,625,000 from residential collections and $25,000 from commercial collections, for a total of $2.65 million. 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-FY16	FY17 Est
$150	$175	$200	$165	$200	$200

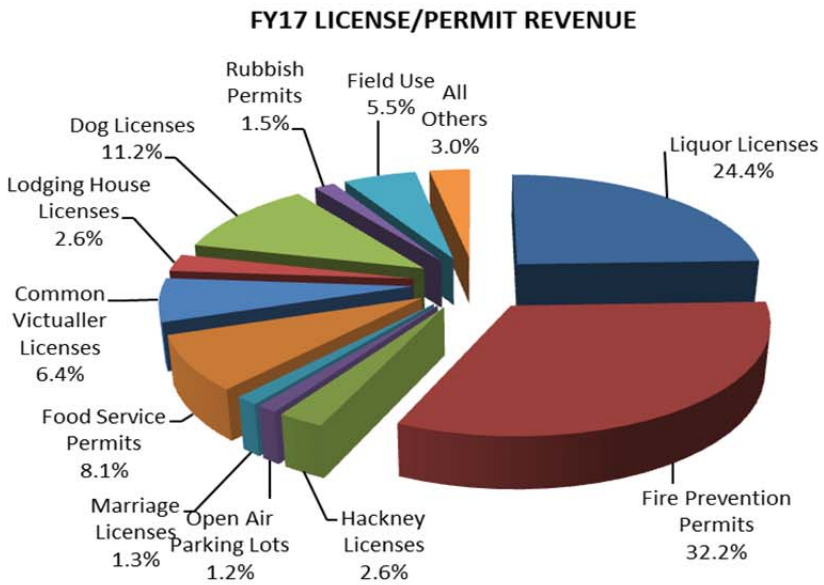
The Proposition 2 ½ override of 1994 included restoring a portion of the fee back to the tax levy. The amount of $460,000 was added to the override and reduced from refuse fee revenue, resulting in a fee reduction from $200 to $165. The fee was then increased to $200 in FY08 as part of a budget balancing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

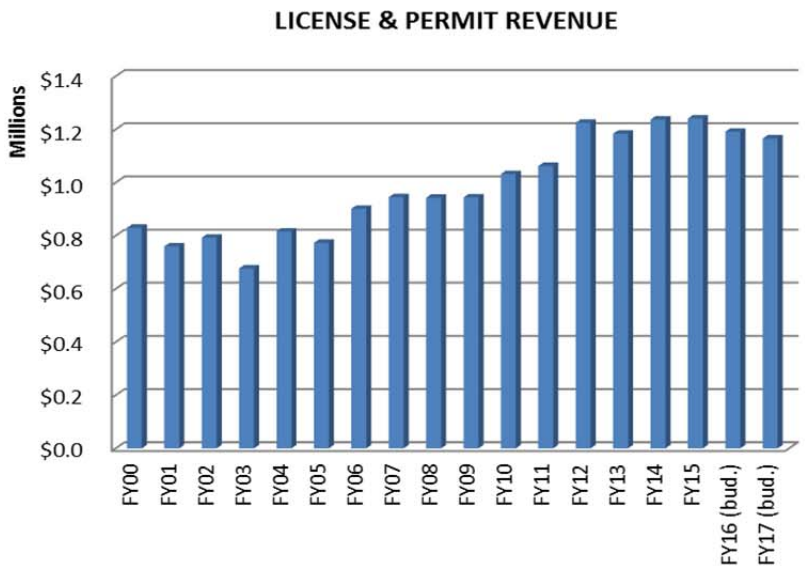


REVENUE SOURCE	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 BUDGET	BUDGET INCREASE $$	%
Refuse Fee	2,656,738	2,698,242	2,650,000	2,650,000	2,650,000	0	0.0%
Total	2,656,738	2,698,242	2,650,000	2,650,000	2,650,000	0	

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 FY17, revenues from this category are expected to total $1.17 million, a decrease of $25,500 (2.1%) from FY16 budgeted levels. The decrease primarily comes from Hackney licenses ($40,000, 57.1%), partially offset by the new license fee for the Registered Marijuana Dispensary (RMD)($11,000).

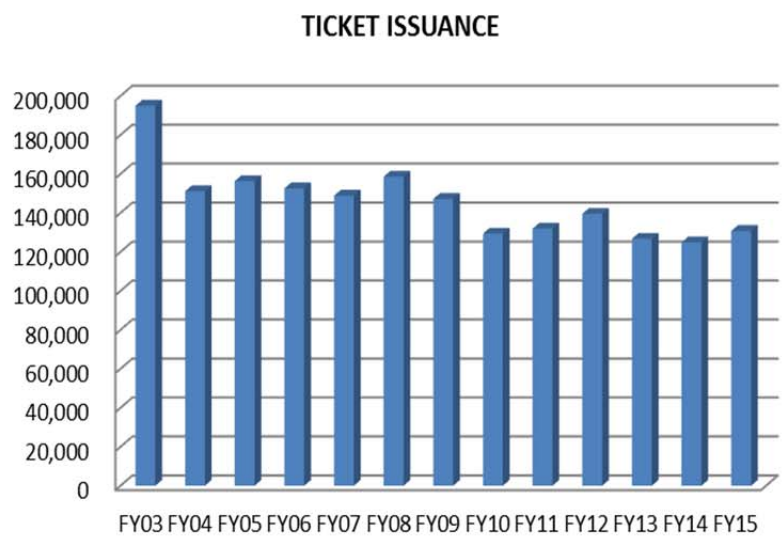




REVENUE SOURCE	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 BUDGET	BUDGET INCREASE $$	BUDGET INCREASE %
Liquor Licenses	290,350	295,368	285,000	285,000	285,000	0	0.0%
Fire Prevention Permits	410,423	394,408	375,000	375,000	375,000	0	0.0%
Hackney Licenses	50,386	82,925	70,000	30,000	30,000	(40,000)	-57.1%
Open Air Parking Lots	13,785	13,600	14,000	13,500	13,500	(500)	-3.6%
Marriage Licenses	16,600	14,840	15,000	15,000	15,000	0	0.0%
Food Service Permits	99,253	86,337	95,000	95,000	95,000	0	0.0%
Common Victualler Licenses	79,770	83,110	75,000	75,000	75,000	0	0.0%
Lodging House Licenses	31,570	30,770	31,000	30,000	30,000	(1,000)	-3.2%
Dog Licenses	136,849	137,561	125,000	130,000	130,000	5,000	4.0%
Entertainment	2,165	0	0	0	0	0	-
Rubbish Permits	18,080	15,860	18,000	18,000	18,000	0	0.0%
Field Use	64,000	64,000	64,000	64,000	64,000	0	0.0%
All Others	23,955	22,262	24,275	35,275	35,275	11,000	45.3%
Total	1,237,186	1,241,040	1,191,275	1,165,775	1,165,775	(25,500)	-2.1%

PARKING AND COURT FINES

Parking and Court Fines are the second 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 Board of Selectmen 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 Board of Selectmen to raise parking violations to a maximum of $50. In March, 2007 and July, 2007, the Selectmen 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 FY17 estimate of $4.1 million reflects a decrease of $100,000 from the FY16 budget.

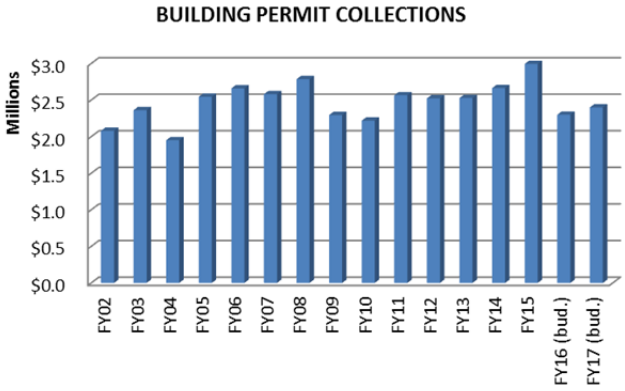


While there is a significantly higher amount of parking fine revenue being collected than prior to the fine increases (the $4.1 million estimate is $1.1 million higher than the average annual collections prior to the fine increases), there has been a decrease in issuance since the FY02 peak, when 204,000 tickets were issued. By FY04, there were 53,000 fewer tickets written. Since then, the number of tickets written has dropped to approximately 130,000 in FY15. This represents a decrease of 36% since the peak in FY02 and a 14% decline since FY08. It is anticipated that technology improvements making it easier to pay (acceptance of credit cards, pay by cell) will contribute to a decrease in this receipt in FY17.

REVENUE SOURCE	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 BUDGET	BUDGET INCREASE $$	%
Parking and Court Fines	4,229,720	3,989,818	4,200,000	4,200,000	4,100,000	(100,000)	-2.4%

GENERAL GOVERNMENT

Revenues derived from this category are expected to increase $294,969 (8.1%) from the FY16 budgeted amount, due primarily to a $125,000 increase related to the Community Host payment from the Registered Marijuana Dispensary (RMD) combined with an increase in **Building Permits** ($100,000, 4.3%). As shown in the graph to the right, Building Permit collections are a large revenue source and are quite volatile. Because of the recession, Building Permit activity declined in FY09 and FY10, but rebounded in FY11 - FY14. Year-to-date experience indicates that the budget can be increased to $2.4 million. **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 $95,000. 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 **Medicare Part D Subsidy** was an outcome of the Medicare Prescription Drug Improvement and Modernization Act of 2003, which added a prescription drug coverage component for seniors. The subsidy serves as an incentive for those employers that currently offer prescription drug coverage to its retirees to continue to offer the coverage. For FY17, the estimate is level-funded at $400,000.

Benefits Reimbursements from special revenue/grant funds are increased $5,000 (6.7%) to $543,429. Those monies reimburse the General Fund for benefitted employees whose salaries are paid for out of non-General Funds. The Payments from the two companies that have built **Distributed Antenna Systems (DAS)** in town are expected to total $80,000 in FY17. The **All Others** category is comprised of Community Host payment from the Registered Marijuana Dispensary (RMD), rental payment from the new 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 $175,000 (254.5%).

REVENUE SOURCE	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 BUDGET	BUDGET INCREASE $$	%
Building Permits and Inspections	2,663,898	2,994,289	2,300,000	2,500,000	2,400,000	100,000	4.3%
Damage/Legal Recovery	48,171	245	10,000	5,000	10,000	0	0.0%
Town Clerk's Fees	95,629	92,090	95,000	90,000	95,000	0	0.0%
Collector's Fees	96,128	91,347	135,000	135,000	135,000	0	0.0%
Plan Design Review	29,193	40,583	25,000	25,000	25,000	0	0.0%
Medicare Part D Subsidy	452,826	418,116	400,000	400,000	400,000	0	0.0%
Benefits Reimbursement	489,777	506,164	528,460	528,460	543,429	14,969	2.8%
Distributed Antenna System (DAS) Fees	83,198	86,774	75,000	80,000	80,000	5,000	6.7%
All Others	906,176	343,377	68,750	68,750	243,750	175,000	254.5%
Total	4,864,997	4,572,985	3,637,210	3,832,210	3,932,179	294,969	8.1%

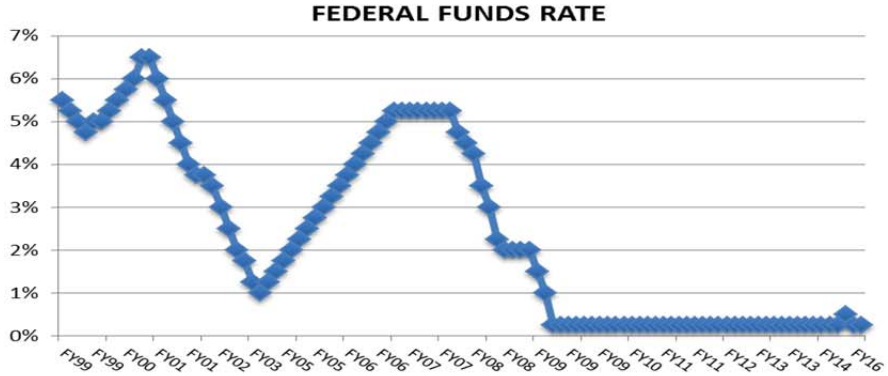
TOWN OF BROOKLINE FY2017 FINANCING PLAN	FUND: General Fund	REVENUE GROUP: Local Receipts SUB-GROUP: Interest Income

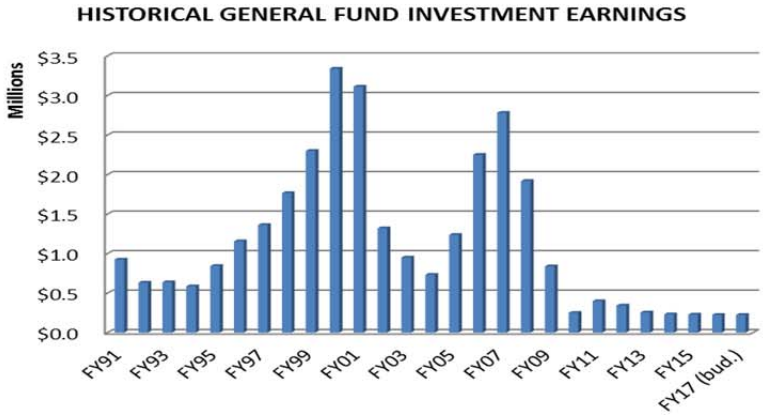
INTEREST INCOME

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 29% of the interest income earned in FY15, a significant change from the 62% it represented in FY09.

The estimate for interest earned on investments for FY17 is level-funded at $225,000. This reflects an incredible $2.5 million (92%) 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 the Federal Reserve increased the rate slightly. The $225,000 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 FY17 for interest earned from delinquent taxpayers is increased to $502,250 (2.5%).

REVENUE SOURCE	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 BUDGET	BUDGET INCREASE $$	%
Interest Income	233,380	228,602	225,000	225,000	225,000	0	0.0%
Delinquent Tax Interest	543,650	550,834	490,000	525,000	502,250	12,250	2.5%
Total	777,030	779,436	715,000	750,000	727,250	12,250	1.7%

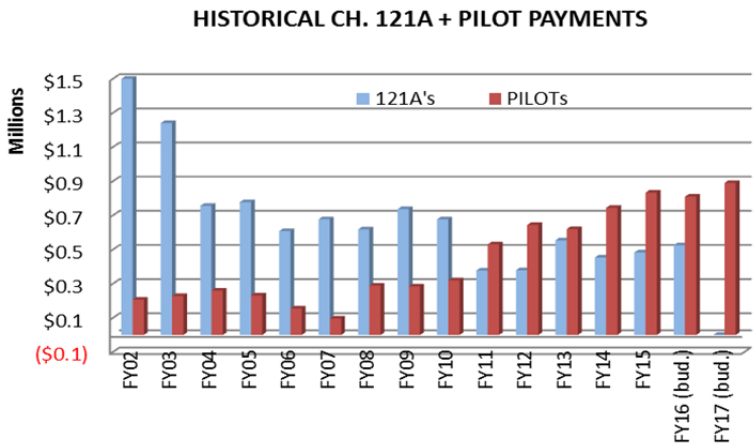
TOWN OF BROOKLINE FY2017 FINANCING PLAN	FUND: General Fund	REVENUE GROUP: Local Receipts SUB-GROUP: Payments in Lieu of Taxes

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 converts into property tax which results in a decrease of $525,000.

PILOTs are agreements the Board of Selectmen have 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 $890,000 for FY17, an increase of $80,000 (9%) from FY16 budgeted amounts, due primarily to the agreements with Boston University.



REVENUE SOURCE	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 BUDGET	BUDGET INCREASE $$	%
Chapter 121A Projects	453,255	483,205	525,000	525,000	0	(525,000)	-100.0%
PILOT's	655,028	737,845	725,000	725,000	800,000	75,000	10.3%
Brookline Housing Authority (BHA) PILOT	89,897	96,004	85,000	90,000	90,000	5,000	5.9%
Total	1,198,180	1,317,054	1,335,000	1,340,000	890,000	(445,000)	-33.3%

DEPARTMENTAL AND OTHER

All other local receipt sources combined are expected to total $2.23 million, an amount that is $217,794 (10.8%) more than the FY16 budgeted amount. A summary of the items that comprise this category are as follows:

- Public Safety Fees - these include Towing Fees and Firearms Licenses and are level-funded at $62,000.

- 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 increased $7,000 (7.4%) to $102,000.

- 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 increased $100,000 (20.5%) to $586,700.

- Medicaid Reimbursement (Schools) - this is the Medicaid reimbursement for medical services provided to qualified Brookline special education students. It is increased $105,794 (32.6%) to $430,794.

- Library - these consist of overdue fines and miscellaneous fees and are level-funded at $120,000.

- 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 increased level-funded at $150,000.

- Cable Television Franchise Fee - this is a 3% tax on the gross receipts of the local cable television companies. It is increased $5,000 (0.8%) to $645,000.

- Pension Reimbursement - this includes the annual reimbursement from the State for cost of living adjustments (COLA's) for Brookline's non-contributory retirees, along with reimbursements from other Massachusetts pension systems for retirees who worked in other municipalities at some time during their career. It is level-funded at $15,000.

REVENUE SOURCE	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 BUDGET	BUDGET INCREASE $$	%
Public Safety	44,445	100,384	62,000	70,000	62,000	0	0.0%
Health and Sanitation	49,483	50,193	44,500	50,000	44,500	0	0.0%
Public Works	115,951	88,062	77,000	90,000	77,000	0	0.0%
On-Line Parking Ticket Convenience Fee	64,470	77,105	95,000	102,000	102,000	7,000	7.4%
Parking Fees	580,214	654,643	486,700	625,000	586,700	100,000	20.5%
Medicaid Reimbursement (Schools)	324,733	442,631	325,000	591,195	430,794	105,794	32.6%
Library	104,288	100,052	120,000	101,000	120,000	0	0.0%
Detail Surcharges	214,937	269,018	150,000	200,000	150,000	0	0.0%
Cable TV Franchise	653,841	660,683	640,000	650,000	645,000	5,000	0.8%
Pension Reimbursement	20,977	10,026	15,000	15,000	15,000	0	0.0%
Total	2,173,592	2,452,797	2,015,200	2,494,195	2,232,994	217,794	10.8%

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.

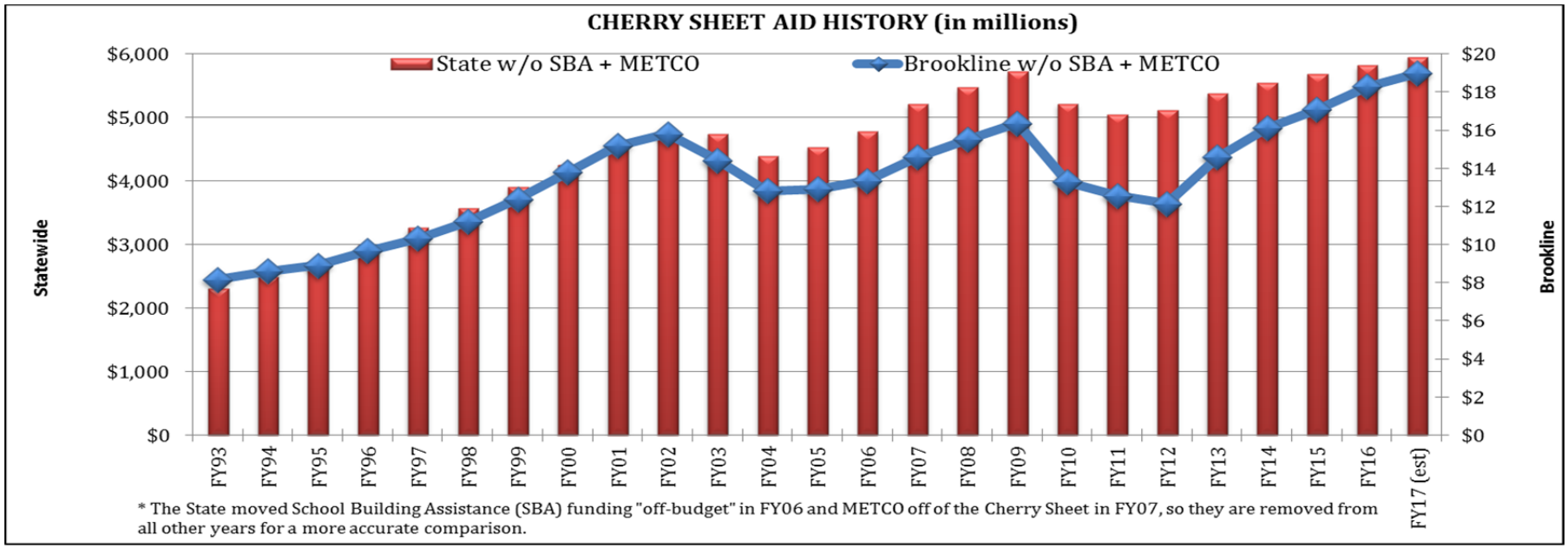
The final FY05 State budget increased State Aid by $142.3 million (3%), but Brookline's State Aid increased by less than one-half of 1% ($44,000). In FY06, the State began restoring some of the cuts it imposed in FY03 and FY04. This restoration continued into FY09, until the Governor announced $128 million 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.

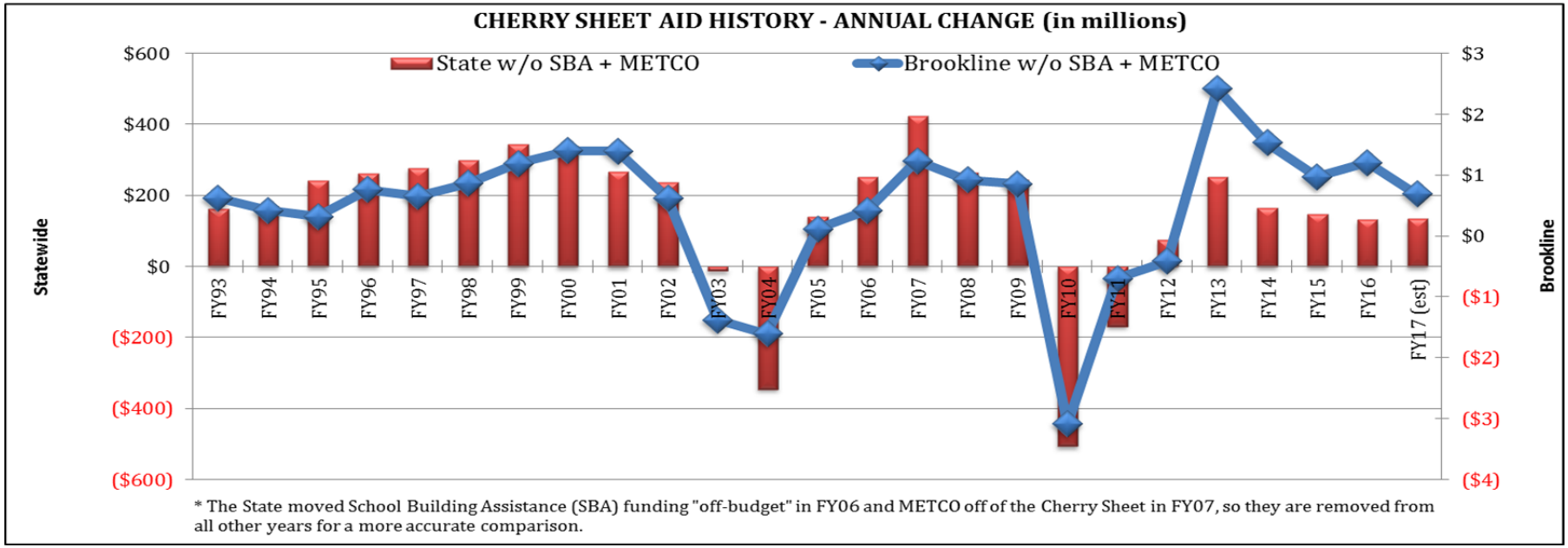
The Governor's FY17 budget proposal increases total Cherry Sheet Aid by $134 million (2.3%) to $5.9 million, driven by a $72.1 million increase in Chapter 70 education aid (to $4.58 billion). Unrestricted General Government Aid increased $42.1million (4.3%) to $1.02 billion. Charter School Reimbursement increased $20.5M to $101 million, Veterans' Benefits increased $254K to $77.4 million and Library Aid decreased $84K to $18.9M. All other Cherry Sheet accounts are level funded.

Since both the House and Senate need to offer their own versions of a FY17 budget, it is likely that a final State Aid figure will be different by the time a final FY17 State budget is approved.

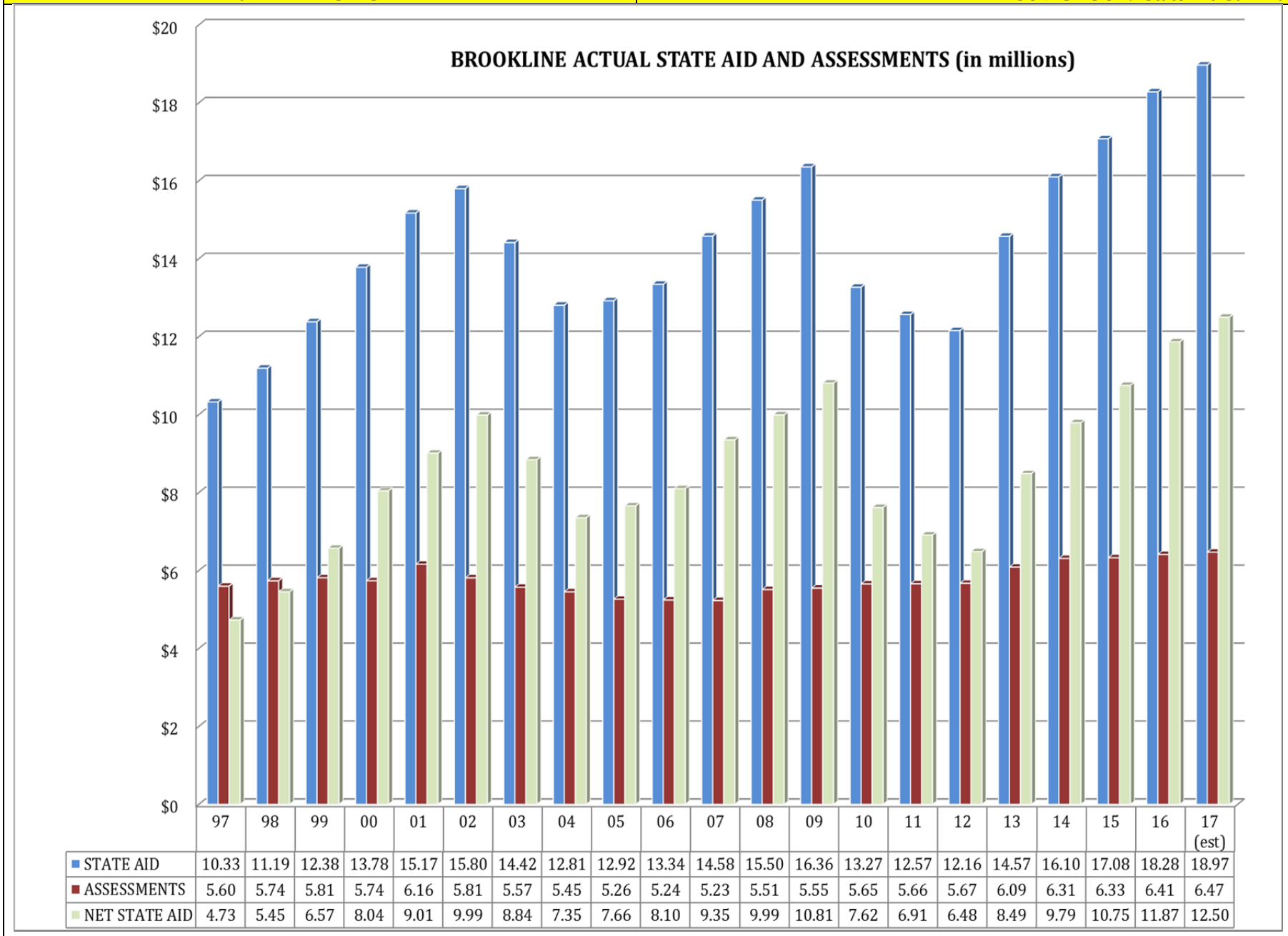
REVENUE SOURCE	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 BUDGET	BUDGET INCREASE $$	%
General Government Aid	5,581,819	5,750,214	5,961,515	5,961,515	6,213,185	251,670	4.2%
School Aid	10,379,621	11,168,092	12,188,524	12,188,524	12,624,556	436,032	3.6%
School Construction Aid	556,757	556,757	556,757	556,757	556,757	0	0.0%
Tax Exemptions	4,518	73,944	39,059	39,059	41,913	2,854	7.3%
Education Offset Items	111,026	126,443	91,451	91,451	89,866	(1,585)	-1.7%
Total	16,633,741	17,675,450	18,837,306	18,837,306	19,526,277	688,971	3.7%

TOWN OF BROOKLINE FY2017 FINANCING PLAN	FUND: General Fund	REVENUE GROUP: State Aid SUB-GROUP: State Aid Summary





TOWN OF BROOKLINE FY2017 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 (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	18.97
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	6.47
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	12.50

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.

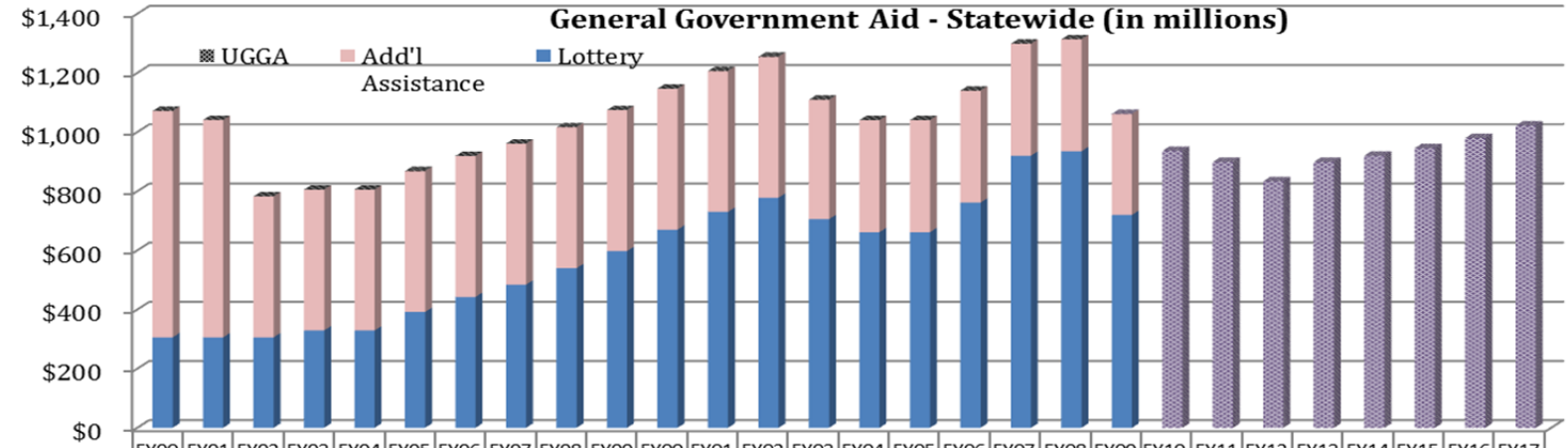
The Lottery account was also used to help balance the State budget. In FY90, the State placed an artificial cap on the distributions to cities and towns and used the balance of the revenues for State budgetary purposes in disregard of the original Lottery enabling legislation. In FY91 and FY92, the Legislature 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-FY16 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), and $25.5 million added in FY15 (a 2.8% increase). For Brookline, the increases in those years were $388,275 (FY13), $126,936 (FY14), $152,441 (FY15), and $ (FY16). Based on the Governor's FY17 budget proposal UGGA is increased 4.3% which results in a $251,670 increase for Brookline.

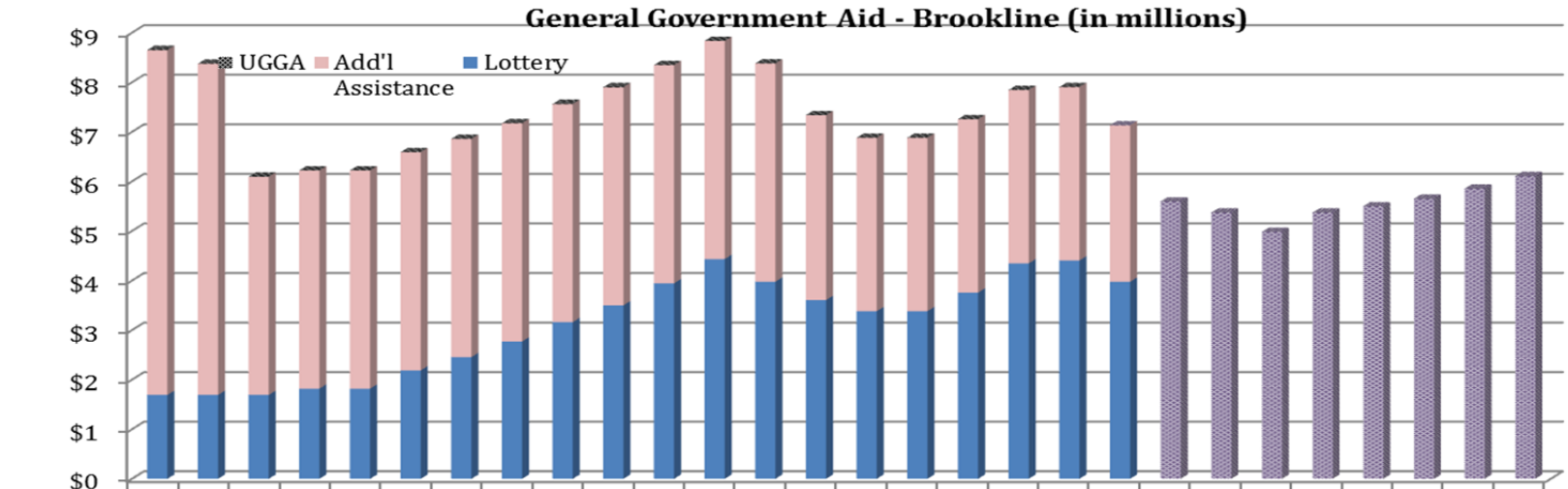
The graphs on the following page show the history of General Government Aid, both statewide and for Brookline.

REVENUE SOURCE	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 BUDGET	BUDGET INCREASE $$	%
Unrestricted General Government Aid (UGGA)	5,496,965	5,649,406	5,852,785	5,852,785	6,104,455	251,670	4.3%
Veteran's Benefits	84,854	100,808	108,730	108,730	108,730	0	0.0%
Total	5,581,819	5,750,214	5,961,515	5,961,515	6,213,185	251,670	4.2%

TOWN OF BROOKLINE FY2017 FINANCING PLAN	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 (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
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
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



	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 (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
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
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

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%. Total statewide funding in FY16 was $50.3 million, with Brookline's share being $108,730. The Governor's FY17 budget proposal increases statewide funding by $254,169 (0.3%) which results in level funding 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.

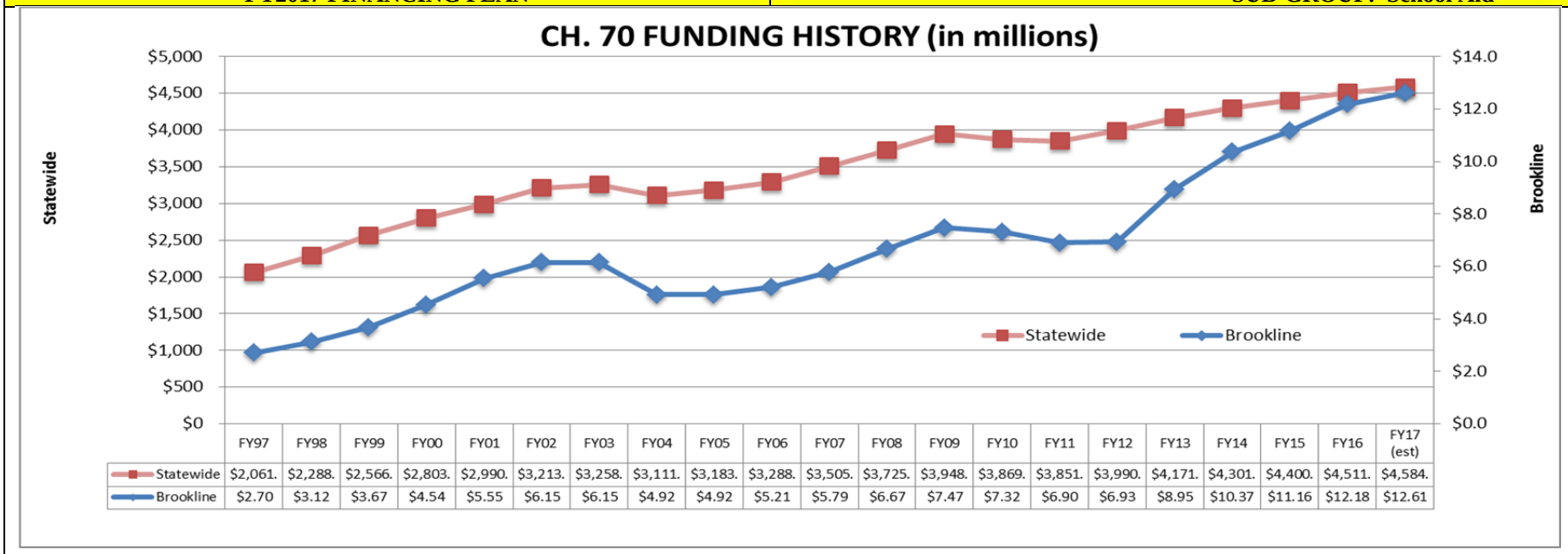
The reform legislation targeted the majority of funds to poorer communities and required them to increase school spending. School districts with relatively higher property wealth, such as Brookline, tended to be classified as "Minimum Aid" communities and were originally entitled to a minimum increase 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%).

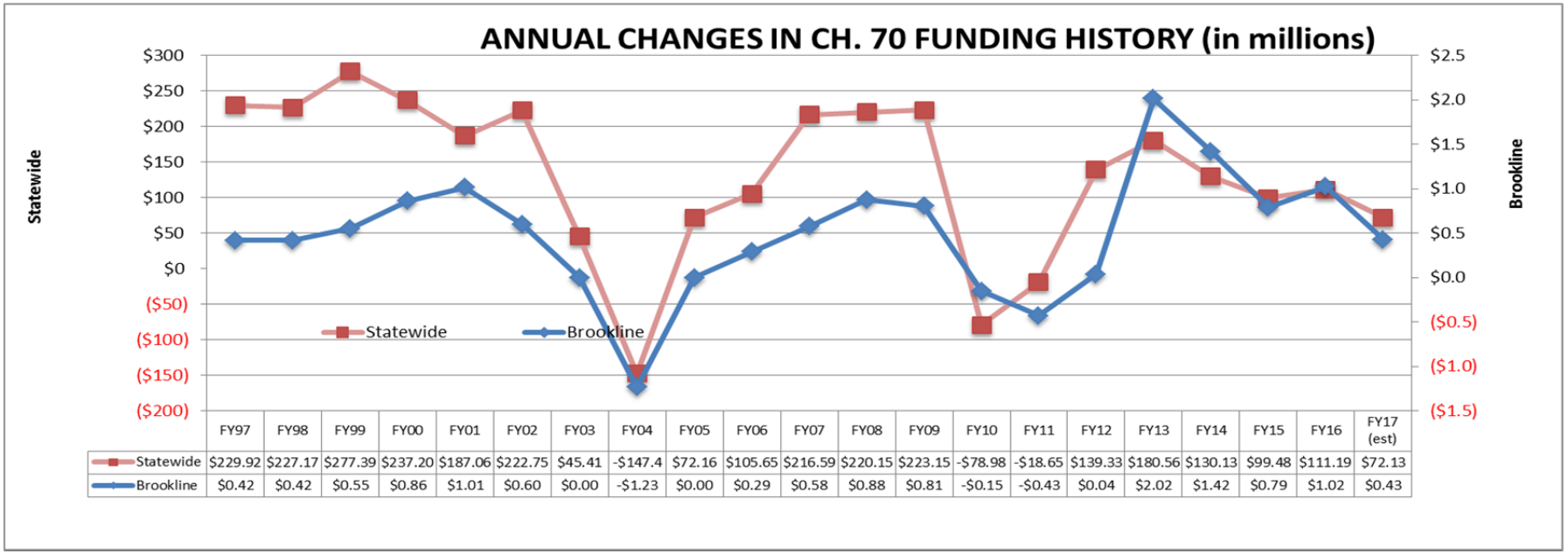
In the FY13 – FY16 period, total funding was increased by between $100 million (2.3%) and $180 million (4.5%) statewide to $4.5 billion, for a total increase of $521.4 million (13.1%). For Brookline, the increases ranged between $789,996 (7.6%) and $2 million (29.1%) to $11.2 million, for a total increase of $5.2 million (76%). The Governor's FY17 budget brings statewide funding is $4.58B, an increase of $72 million (1.6%). For Brookline, there is an increase of $429,112 (3.5%) to $12.6 million.

REVENUE SOURCE	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 BUDGET	BUDGET INCREASE $$	BUDGET INCREASE %
School Aid Chapter 70	10,369,466	11,159,464	12,183,520	12,183,520	12,612,632	429,112	3.5%
School Construction Aid	556,757	556,757	556,757	556,757	556,757	0	0.0%
Charter Tuition Assessment Reimbursement	10,155	8,628	5,004	5,004	11,924	6,920	138.3%
Total	10,936,378	11,724,849	12,745,281	12,745,281	13,181,313	436,032	3.4%

TOWN OF BROOKLINE FY2017 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 (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.	$4,584.
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	$12.61



	FY97	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17 (est)
Statewide	$229.92	$227.17	$277.39	$237.20	$187.06	$222.75	$45.41	-$147.4	$72.16	$105.65	$216.59	$220.15	$223.15	-$78.98	-$18.65	$139.33	$180.56	$130.13	$99.48	$111.19	$72.13
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	$0.43

The key factor that has positively impacted Brookline is the aggregate wealth model, which was first used in FY07. This is reflected in the FY13 - FY16 increases. The past few budgets made progress on the Ch. 70 equity reforms of 2007 by reducing by the gap that exists to be fully implemented. While the goal of the aggregate wealth model (increase Ch. 70 aid so that it represents 17.5% of each district's foundation budget) has not been reached, the gap has been significantly reduced. Since FY12, Brookline's Ch. 70 figure has been raised from less than 12% of foundation to 16.3%.

With the Foundation Budget increasing so significantly, Brookline became a "Foundation Aid Community", meaning Ch. 70 aid is required to bridge the gap between the foundation budget and the district's required contribution. The table below shows how, over the past few years, the district has gone from Required Net School Spending (NSS) as a percent of the Foundation Budget of 140% down to 100%:

	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17
Foundation budget	46,243,375	49,807,109	52,046,875	55,448,798	55,383,764	57,861,962	63,110,212	66,334,276	68,558,217	71,400,246	73,409,265
Required net school spending	64,819,179	63,319,142	60,268,078	60,526,653	59,137,816	59,481,712	63,110,212	66,334,276	68,558,217	71,400,246	73,409,265
NSS a % of Foundation	**140.17%**	**127.13%**	**115.80%**	**109.16%**	**106.78%**	**102.80%**	**100.00%**	**100.00%**	**100.00%**	**100.00%**	**100.00%**

This is important because once NSS is equal to the Foundation Budget; Foundation Aid is required to get the district to the Foundation Budget. This is shown below, using the FY15 - FY17 calculations.

Prior Year Aid		**Prior Year Aid**		**Prior Year Aid**	
1 Chapter 70 FY14	**10,369,466**	1 Chapter 70 FY15	**11,159,462**	1 Chapter 70 FY16	**12,183,520**
Foundation Aid		**Foundation Aid**		**Foundation Aid**	
2 Foundation budget FY15	68,558,217	2 Foundation budget FY16	71,400,246	2 Foundation budget FY17	73,409,265
3 Required district contribution FY15	57,398,755	3 Required district contribution FY16	59,216,726	3 Required district contribution FY17	60,796,633
4 Foundation aid (2 -3)	11,159,462	4 Foundation aid (2 -3)	12,183,520	4 Foundation aid (2 -3)	12,612,632
5 Increase over FY14 (4 - 1)	**789,996**	5 Increase over FY16 (4 - 1)	**1,024,058**	5 Increase over FY16 (4 - 1)	**429,112**
Non-Operating District Reduction to Foundation		**Non-Operating District Reduction to Foundation**		**Non-Operating District Reduction to Foundation**	
6 Reduction to foundation	**0**	6 Reduction to foundation	**0**	6 Reduction to foundation	**0**
Chapter 70 Aid FY15		**Chapter 70 Aid FY16**		**Chapter 70 Aid FY17**	
sum of line 1 and 5 minus line 6	**11,159,462**	**sum of line 1 and 5 minus line 6**	**12,183,520**	**sum of line 1 and 5 minus line 6**	**12,612,632**

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 $556,757 in FY16. That funding reimburses the Town for principal and interest costs for the following two projects:

1. Heath School - between FY00 and FY04, the Town received annual payments of $286,161. For FY05-FY19, the Town will receive $122,095 per year. The total ($3.26 million) represents the State's 61% share of the project.

2. 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). In FY15, the combined impact of the COLAs since FY04 has increased the estate provision to $54,836. 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 FY15, the combined impact of these changes since FY04 has increased the income provision to $21,165 single / $31,748 married and increased the asset provision to $42,330 single / $58,204 married.

In FY16, the total appropriation for all of these exemption reimbursements was $24.4 million, with Brookline receiving $39,059. The Governor's FY17 budget level funds this line item; however Brookline's reimbursement on the preliminary Cherry Sheet is $41,913.

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	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 BUDGET	BUDGET INCREASE $$	%
Veterans/Blind/Surviving Spouse	4,518	73,944	39,059	39,059	41,913	2,854	7.3%
Total	4,518	73,944	39,059	39,059	41,913	2,854	7.3%

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 School Department reserves the Lunch Program funds for direct expenditure while the Library does the same with the Public Libraries appropriation. The School Department expends the Lunch Programs monies above and beyond the appropriated budget while the Library uses the funds to augment the Town's appropriation.

Lunch Programs - Under Chapter 871 of the Acts of 1970, the State reimburses cities and towns a small portion of the costs of providing breakfasts and lunches to school children. The majority of funding for the lunch programs comes from the federal government and fees paid by the diners. Statewide FY15 funding totaled $5.4 million. In FY16 the Lunch Program was removed from the Cherry Sheet because it is an offset item that does not have an impact on the tax rate setting process.

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.

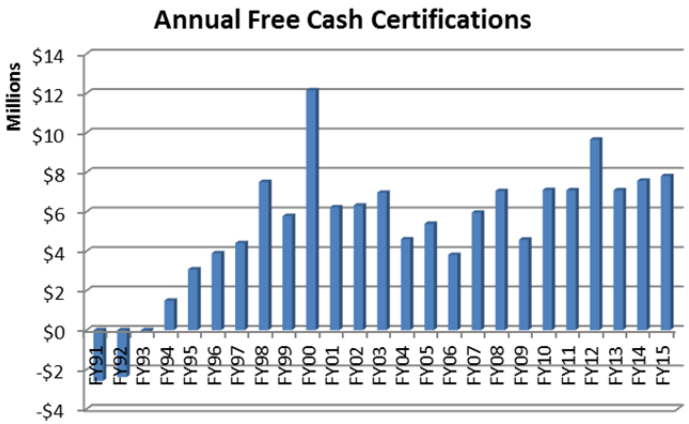
Three different funding formulas are used to distribute these funds. The LIG formula provides for $0.50 per capita to communities who have populations over 2,500 and who have appropriated at least $1,250 for public library services during the preceding year. The MEG formula is the same as the lottery 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. Statewide FY16 funding totaled $9 million, with Brookline receiving $91,451. The Governor's FY17 reduces this line item by $29,000 with Brookline receiving $89,866.

REVENUE SOURCE	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 BUDGET	BUDGET INCREASE $$	%
Lunch Programs	28,666	29,385	0	0	0	0	-
Public Libraries	82,360	97,058	91,451	91,451	89,866	(1,585)	-1.7%
Total	111,026	126,443	91,451	91,451	89,866	(1,585)	-1.7%

TOWN OF BROOKLINE FY2017 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 FY17 (i.e., Free Cash as of 7/1/15) is $7,811,538. However, as discussed in the Town Administrator's Budget Message, this Financial Plan spends $5.31 million, leaving $2.5 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	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 BUDGET	BUDGET INCREASE $$	BUDGET INCREASE %
Free Cash appropriated for:							
Operating Budget Reserve Fund	507,190	530,584	550,050	550,050	587,184	37,134	6.8%
Stabilization Fund	250,000	0		0		0	-
Liability Reserve	154,115	234,839	78,970	78,970	144,322	65,352	82.8%
Capital Improvements	4,818,745	4,148,339	4,224,403	4,224,403	4,421,493	197,090	4.7%
Affordable Housing Trust Fund	555,106	170,390	163,078	163,078	158,539	(4,539)	-2.8%
OPEB's	500,000	0	0	0	0	0	-
Public Safety IOD Medical Expenses Trust Fund	0	0	0	0	0	0	-
Worker's Comp. Trust Fund	270,000	0	0	0	0	0	-
Pension Fund	500,000	0	0	0	0	0	-
Unemployment Trust Fund	100,000	0	0	0	0	0	-
Operating Budget	0	0	0	0	0	0	-
Total	7,655,155	5,084,152	5,016,500	5,016,500	5,311,538	295,038	5.9%

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 FY16 appropriations is $7.93 million, an increase of $22,135 (0.3%) from the amount available in FY15.

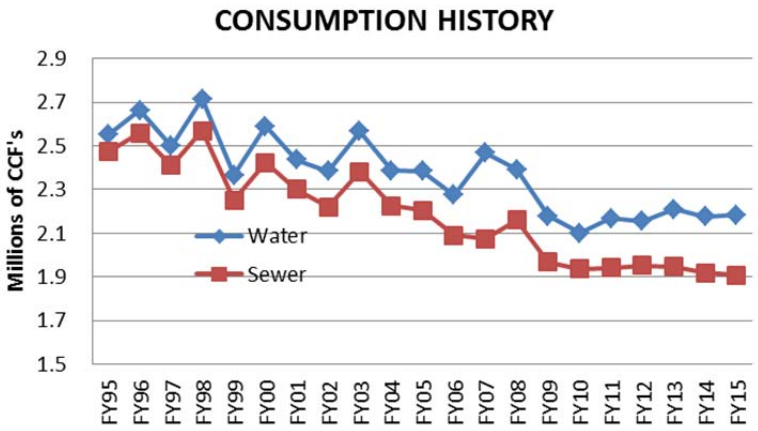
1. **Parking Meter Receipts** – these increased by $850,000 in anticipation of the meter rate increasing from $1.0/hr to $1.25/hr.
2. **Walnut Hills Cemetery Funds** - these are receipts from the sale of lots and services. The transfer from these funds to the General Fund is to reimburse the General Fund for a portion of the expenses associated with the operation of the cemetery, which is funded in the DPW budget. It is level-funded at $75,000, which covers approximately 25% of cemetery operating costs.
3. **State Aid for Libraries** - this is the portion of the Cherry Sheet Offset aid, previously described under the "Cherry Sheet Offsets" section that was used as a direct offset to the Library. Withholding funds from this direct source of revenue to the Library is no longer recommended.
4. **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 $4,307 (2.4%) to $182,098.
5. **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 FY17 reimbursement increases $21,776 (6.1%) to $375,900.
6. **Water and Sewer Enterprise Fund Reimbursement** - this reimbursement to the General Fund consists of fringe benefits and certain interdepartmental expenses. The reimbursement increases $68,341 (3.4%) to $2.057 million.
7. **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. In FY15, $1 million was declared surplus and used to support the CIP and $1.1 million was used to to cover a snow and ice deficit. No such funding is available for FY17.
8. **Capital Project Surplus** - $1.03 million of remaining balances from previously appropriated capital projects was used in FY16 to support the CIP. No such use is planned for FY17
9. **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 FY17.

REVENUE SOURCE	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 BUDGET	BUDGET INCREASE $$	BUDGET INCREASE %
Parking Meter Receipts	4,100,000	4,300,000	4,300,000	4,300,000	5,150,000	850,000	19.8%
Walnut Hill Cemetery Fund	75,000	75,000	75,000	75,000	75,000	0	0.0%
State Aid for Libraries	41,555	41,555	0	0	0	0	-
Golf Enterprise Fund Reimbursement	150,416	163,049	177,791	177,791	182,098	4,307	2.4%
Recreation Revolving Fund Reimbursement	353,717	349,934	354,124	354,124	375,900	21,776	6.1%
Water and Sewer Enterprise Fund Reimbursement	2,125,747	1,973,970	1,988,729	1,988,729	2,057,070	68,341	3.4%
Tax Abatement Reserve Surplus	0	2,100,000	0	0	0	0	-
Capital Project Surplus	6,253	0	1,030,000	1,030,000	0	(1,030,000)	-
Sale of Town-owned Land Fund	0	0	0	0	0	0	0.0%
Total	6,852,688	9,003,508	7,925,643	7,925,643	7,840,067	(85,576)	-1.1%

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 FY16 will increase $1.15 million (4.2%) from FY15. The increase is driven primarily by increases in the MWRA Assessment ($684,265 3.5%), and Capital Outlay ($442,000, 87.6%). It should be noted that Stormwater and Netherlands Road improvement projects ($490K total) are funded with retained earnings which is reflected in the increase shown in Misc. Revenue.



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 Board of Selectmen 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.

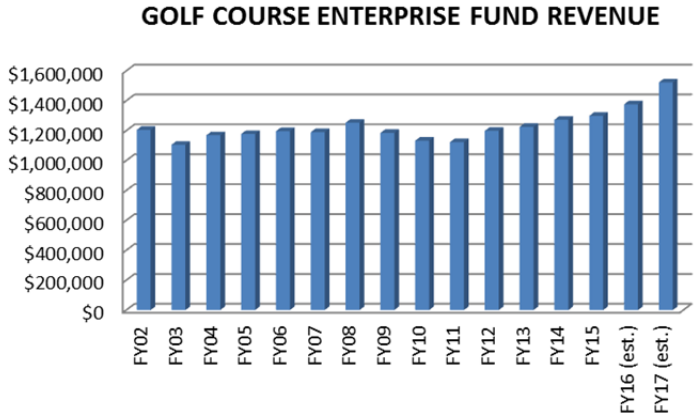
REVENUE SOURCE	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 BUDGET	BUDGET INCREASE $$	%
Water and Sewer Charges	25,910,938	26,044,743	27,391,674	27,391,674	28,058,259	666,585	2.4%
Late Payment Fees	80,858	104,730	80,000	80,000	80,000	0	0.0%
Service Fees	165,159	152,983	115,500	115,500	115,500	0	0.0%
Fire Service Fee	237,974	251,250	225,000	225,000	225,000	0	0.0%
Misc	134,278	61,620	16,500	16,500	506,500	490,000	2969.7%
Gross Total	26,529,207	26,615,326	27,828,674	27,828,674	28,985,259	1,156,585	4.2%
less Reimbursement to the General Fund	2,125,747	1,973,970	1,988,729	1,988,729	2,057,070	68,341	3.4%
Net Total	24,403,460	24,641,356	25,839,945	25,839,945	26,928,189	1,088,244	4.2%

TOWN OF BROOKLINE FY2017 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 FY16, collections are estimated to total $1.52 million, an increase of $146,520 (10.6%) from the FY16 budget, driven primarily by an increase in the estimate of the number of rounds played (greens fees and cart rentals). 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. Lastly, management revised the Pro Shop marketing plan and has since realized a 40% increase in sales. 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.



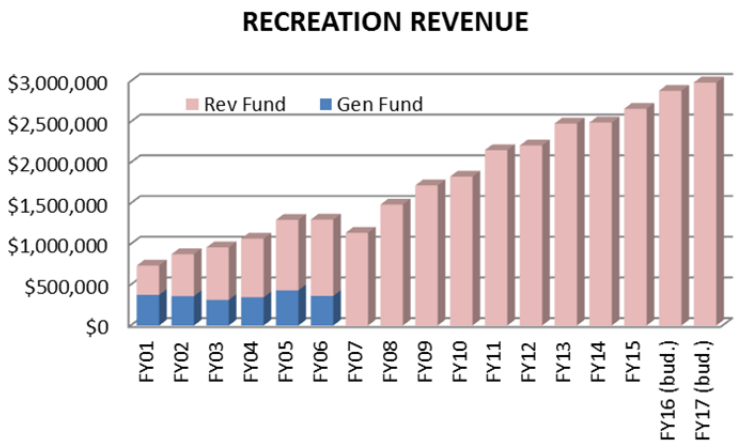
REVENUE SOURCE	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 BUDGET	BUDGET INCREASE $$	%
Green Fees / Permits	878,323	895,051	971,211	971,211	1,027,431	56,220	5.8%
Cart Rentals	178,476	190,539	193,000	140,000	194,661	1,661	0.9%
Pro Shop	87,936	87,910	95,314	70,000	100,000	4,686	4.9%
Concessions	43,260	44,558	46,786	46,786	48,190	1,404	3.0%
Golf Clinics	20,854	22,715	24,000	24,000	25,000	1,000	4.2%
Other	64,365	58,057	46,000	46,000	127,549	81,549	177.3%
Gross Total	1,273,214	1,298,830	1,376,311	1,297,997	1,522,831	146,520	10.6%
less Reimbursement to the General Fund	150,416	163,049	177,791	177,791	182,098	4,307	2.4%
Net Total	1,122,798	1,135,781	1,198,520	1,120,206	1,340,733	142,213	11.9%

TOWN OF BROOKLINE FY2017 FINANCING PLAN	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 FY17 estimate for the Revolving Fund is $2.98 million, an increase of $101,990 (3.5%). 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	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 BUDGET	BUDGET INCREASE $$	%
Aquatic	513,277	565,001	570,000	570,000	577,765	7,765	1.4%
Eliot Center	127,840	131,878	119,500	119,500	114,500	(5,000)	-4.2%
Environmental Programs	55,700	60,525	52,589	52,589	54,162	1,573	3.0%
Ice Skating	179,649	168,536	158,596	158,596	161,768	3,172	2.0%
Off-Site Out of Town Trip	39,737	39,778	46,900	46,900	46,900	0	0.0%
Outdoor Recreation	586,714	647,992	615,000	615,000	630,024	15,024	2.4%
Outdoor Athletics	250,705	259,786	264,500	264,500	288,767	24,267	9.2%
Soule Center	569,932	658,041	810,322	810,322	857,611	47,289	5.8%
Soule Gym	43,892	40,004	69,796	69,796	70,996	1,200	1.7%
Tappan Facility	169,796	161,389	175,448	175,448	182,148	6,700	3.8%
Misc Revenue	(45,166)	(70,370)	0	0	0	0	-
Gross Total	2,492,076	2,662,560	2,882,651	2,882,651	2,984,641	101,990	3.5%
less Reimbursement to the General Fund	353,717	349,934	354,124	354,124	375,900	21,776	6.1%
Net Total	2,138,359	2,312,626	2,528,527	2,528,527	2,608,741	80,214	3.2%

TOWN OF BROOKLINE FY2017 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance PROGRAM: Selectmen

PROGRAM DESCRIPTION

The Board of Selectmen 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 Selectmen 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 Selectmen 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 FY17 budget increases $2,083 (0.3%). Personnel increases $7,008 (1.1%) for Steps ($6,288) combined with an increase in Longevity ($625) and Part-time Salary ($94). The decrease in Services ($5,000; 21.4%) reflects the move of all Credit Card Service Charges to the Treasurer/Collector Budget. The increase in Capital ($75; 3.5%) reflects the current cost of leased computers.

FY2017 OBJECTIVES*

**In no particular order.*

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 Resolution in March, 2008.
   - 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 the school space pressures brought on by the dramatic increase in K-8 enrollment that at the same time preserves other high-priority projects:
   - to work with the MSBA to assure State participation in school projects.
   - to complete major public projects in progress, including the Devotion School, creation of the Fisher Hill Reservoir Park, Newton St. Landfill closure, Municipal Service Center renovations, Water and Sewer infrastructure improvements, and fire station renovations.
   - to complete major public projects in various stages of planning, including Brookline High School, a Major K-8 project, Gateway East/Village Square, the Riverway Park Pedestrian/Bike Path, Emerson Garden playground, Corey Hill park, and the fire training and maintenance facility.
   - to continue to invest in technology and energy efficiency projects that yield long-term operating budget relief.
   - to upgrade the fleet of parking meters.

PROGRAM COSTS - SELECTMEN

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	664,865	640,980	647,988	7,008	1.1%
Services	9,032	11,100	6,100	(5,000)	-45.0%
Supplies	3,996	4,000	4,000	0	0.0%
Other	5,853	17,600	17,600	0	0.0%
Capital	2,130	2,130	2,205	75	3.5%
TOTAL	685,876	675,810	677,893	2,083	0.3%
BENEFITS			337,459		
REVENUE	515,431	486,575	491,575	5,000	1.0%

FY2017 OBJECTIVES (Con't.)

3. 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.
4. To continue the Town/School Partnership as the means of budgetary planning for financial issues that span municipal and school interests.
5. To integrate diversity and inclusion into the Town's business objective of providing excellent government services.
6. 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.
7. To work closely with the Town Administrator and the Human Resources Office to establish effective recruitment networks to ensure broad and diverse recruitment pools for highly qualified individuals to serve the Town; while meeting its objective of creating a strategic succession plan, achieving a diverse management and leadership body.
8. To increase our measurement tools building on the metrics established by the Professional Diversity Network.
9. To support the Diversity, Inclusion and Community Relations Office, and the commissions it supports, to advance, promote and advocate for the human and civil rights of all through education, awareness, outreach and advocacy.
10. To conduct labor contract negotiations for equitable settlements, in conjunction within the Town's ability to pay as shaped by the objectives noted above, and to negotiate an agreement with the Public Employee Committee to provide quality employee health insurance benefits recognizing the Town's ability to pay and consistent with the practices of similar municipalities.
11. To continue to improve Brookline's status as an "Age-Friendly Community".
12. To continue to expand weekend and evening programs at the Brookline Senior Center.
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 ensure compliance with the provisions of the Americans with Disabilities Act.
15. To provide leadership for the Town's efforts to reduce energy use and its impact on the environment:
    - to explore solar energy generation opportunities on Town-owned properties, including the Transfer Station and Town buildings.
    - to continue improving energy efficiency in all Town and School buildings by using grant, rebate monies and/or CIP funds.
    - to continue energy conservation efforts in all buildings.
    - to complete the Town's LED Streetlight project.
    - to participate in and support the Climate Preparedness Task Force together with other municipalities of the Metropolitan Mayors Coalition.
16. To commence a Community Choice Electrical Aggregation Program and contract for electric supply for Brookline residents and businesses as authorized by M.G.L. 164, Section 134.

FY2017 OBJECTIVES (Con't.)

17. To increase the use of renewable resources and corresponding decreased use of carbon dioxide emitting sources for the generation of electricity for Brookline participants in the Community Choice Electrical Aggregation Program.
18. To expand technology utilization through the improvement and promotion of the BrooklineMA.gov website, BrookOnLine portal, mobile applications and supporting departmental initiatives such as:
    - using OpenData to increase access to public information and online transactions including public meetings, permitting, inspections and financial data, and Town Meeting Votes.
    - continuing to promote paperless billing options.
    - working toward improving and promoting departmental performance.
19. To ensure Brookline continues to invest in Public Safety related technology including:
    - supporting the Police Department's utilization of data sharing applications and tools to ensure effective and immediate availability of key Public Safety related information.
    - assisting the Fire Department in the utilization of technology to improve firefighter safety, to re-engineer business processes, and improve intra-departmental communication.
    - implementing the findings of the study of the Public Safety Computer Aided Dispatch (CAD) system.
20. To work with the Town Clerk and Preservation Planners to develop a Town policy for records storage; gather historic and archival Town records, documents and materials; organize and catalog them; and establish a suitable storage space in an accessible location.
21. To continue and ultimately expand the Hubway regional bike share system in Brookline by collaborating with Motivate International, Inc. and the Cities of Boston, Cambridge and Somerville as the parties seek to transition the system to a privatized model.
22. To complete the Strategic Asset Plan in order to develop a better understanding of the Town's facilities to respond to current and projected needs for municipal services and programs.
23. To undertake the Major Parcel Study to create a plan for the future of major private parcels as well as underutilized municipal parcels in order to respond to the needs identified in the Strategic Asset Plan.
24. To prioritize the creation and maintenance of affordable housing, while balancing other community needs and concerns.
25. To ensure that historical plaques, street signs and symbols are maintained throughout the town and that deteriorating memorials are reviewed for possible preservation and restoration or replacement.
26. To continue to identify improvements to the Zoning By-law and develop proposed amendments for Town Meeting approval.

FY2017 OBJECTIVES (Con't.)

27. To provide leadership and coordinate planning efforts to identify and promote appropriate development that expands and strengthens the tax base and preserves the quality of life for Brookline's residents and business community by continuing to:
    - advocate for state funding for the Gateway East project.
    - seek opportunities to improve and increase the Town's affordable housing stock.
    - monitor and comment on development projects in adjacent communities.
    - partner with Children's Hospital relative to its construction of Brookline Place.
    - work with the developers of the former Circle Cinema site and the City of Boston to insure that construction proceeds.
    - to work with a Selectmen-appointed committee to examine a potential rezoning of the Industrial Zone between River Road and Brookline Avenue in Brookline Village.
    - work with a Selectmen-appointed committee to complete a reconfiguration study of the Centre Street East Parking Lot and Harvard Street (Beacon to Stedman) to accommodate all modes of travel while providing opportunities for public space and developing solar infrastructure on municipal property.
    - construct, in partnership with the Parks and Open Space Division of the Department of Public Works, streetscape improvements at Hickey Triangle in Brookline Village.
28. To oversee the New England Treatment Access, Inc. medical marijuana dispensary in Brookline.
29. 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 continue education projects to counter tick-borne diseases.
30. To provide guidance to the Police Department to ensure an appropriate balance between public safety needs and the rights of individuals and to continue to monitor policy considerations such as Citizen Complaints and the Video Camera Monitoring system.
31. To implement the changes in policies and procedures for the issuance of alcohol and food licenses as recommended by the Licensing Committee.
32. To assure opportunities for continued growth of the restaurant industry in Town by continuing efforts to extend the Town's liquor license quota.
33. To continue to monitor service quality performance of both Comcast and RCN.
34. To work with Town Counsel to work towards a resolution of the pending litigation with National Grid regarding damage to our public shade trees.
35. To work through the Department of Public Works to ensure National Grid documents gas leaks throughout the community, grades them by severity, and undertakes appropriate mitigation and restoration actions.
36. 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.
37. To implement an Automated Waste Collection System using wheeled carts for municipal solid waste.

FY2017 OBJECTIVES (Con't.)

37. To increase healthy summer lunch program participation by 10% in FY17 to address the growing needs of families during the summer months. The program provides healthy eating options for summer campers and learners as they transition from a schoolyear environment to a summer program. 60% of the families that take advantage of the program receive free or reduced meal plans subsidized by the Federal Government.
38. To expand the enrollment in Brookline's Youth Flag Football League to include 4 more teams in FY17 to meet the needs of the community. With over 200 participants, "Friday Night Lights" has become a popular alternative to contact football that introduces the critical elements of the game in a much less physically impactful environment.
39. To continue to explore options to rectify inequities inherent in the Norfolk County structure.
40. To strengthen relationships with Boards and Commissions.

FY2016 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 $3.8 million in FY17, bringing the Town closer to its Annual Required Contribution (ARC).
5. Augmented the required Pension funding with both on-going and one-time funding in an effort to improve the funding status of that liability.
6. Followed the Fiscal Policy Review Committee's recommendations regarding undesignated fund balance in order to maintain the Town's Aaa bond rating.
7. Awarded the "Distinguished Budget Presentation Award" by the Government Finance Officers Association (GFOA) for the FY2016 budget document.
8. Maintained a collaborative relationship with our Legislative Delegation.
9. Continued the Town/School Partnership.
10. Continued planning for the implementation of a number of major capital projects on the Town's CIP, including the Devotion School project, the Muddy River Restoration, and Fisher Hill Re-Use, the Village Square / Gateway East project, and Riverway Park Ped/Bike Path improvements.
11. Continued to work towards improving Brookline's status as an "Age Friendly Community".
12. Participated in Climate Week and continued to raise awareness and work toward reducing the carbon footprint of our community.
13. Reviewed and revised the Town's Sale of Alcoholic Beverages, Prepared Food Sales, Mobile Food Vendor and Lodging House Regulations.
14. Continued to work with project partners, the Massachusetts Delegation, and the US Army Corps of Engineers on the full design, funding and implementation of the Muddy River Restoration Project.
15. In partnership with the Coolidge Corner Theater, sponsored a celebration for Martin Luther King, Jr. Day celebrating the life and legacy of Dr. King.
16. Participated in the fourth annual "Brookline Day" community celebration.

FY2016 ACCOMPLISHMENTS (Con't.)

17. Continued to work closely with the Schools to plan for additional classroom capacity in the face of rising enrollment.
18. Continued to support IT initiatives that increase efficiency, make government more open and accessible, and make interacting with the Town easier.
19. Participated in the Metro Area Planning Committee's (MAPC's) Regional Solar Initiative.
20. Continued the "Team Brookline" model that serves as the Town's charitable fundraising approach using Invitational Applications (Numbers) allocated to the Town by the BAA.
21. Approved the Town's first Medical Marijuana Dispensary license for New England Treatment Access, Inc.
22. Established a special committee to follow-up on the recommendations included in the MIT/Route 9 Planning Survey.
23. Entered into multiple PILOT Agreements with institutional non-profits and community-based organizations.
24. Executed the Edward Devotion School Project Funding Agreement with the MSBA.
25. Submitted a warrant article to explore a Community Choice Electrical Aggregation program.
26. Directed that a Brookline workplace racial climate review within the Town's public safety departments be conducted.
27. Entered into the Commonwealth's Community Compact Grant Program.

SELECTMEN

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2014	ESTIMATE FY2015	ACTUAL FY2015	ESTIMATE FY2016	ESTIMATE FY2017
Performance:					
Brookline's Credit Rating	Aaa	Aaa	Aaa	Aaa	Aaa
# of Aaa's in Mass. *	14	14	14	14	14
Tax Levy Per Capita	$2,996	$3,106	$3,089	$3,215	$3,406
% of budgets with at least 2 outcome indicators	100%	100%	100%	100%	100%
Workload:					
Management Appointments	4	1	3	1	2
Licenses Issued	672	675	709	675	700
% of renewal licenses paid online	25%	31%	33%	35%	35%

** Aaa's rated by Moody's*

TOWN OF BROOKLINE FY2017 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance PROGRAM: Selectman

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2014	NUMBER OF POSITIONS FUNDED FY2015	FY2016 SALARY RANGE LOW	FY2016 SALARY RANGE HIGH	FY2016 BUDGET NO.	FY2016 BUDGET AMOUNT	FY2017 RECOMMENDATION NO.	FY2017 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Town Administrator	D-11	1.00	1.00	165,411	194,846	1.00	189,130	1.00	191,967
	Deputy Town Administrator	D-8	1.00	1.00	123,396	145,354	1.00	125,247	1.00	127,125
	Assistant Town Administrator	T-10	1.00	1.00	77,313	87,476	1.00	77,313	1.00	78,689
	Assistant to Town Administrator		1.00	1.00	67,519	79,534	1.00	79,534	1.00	79,534
	Recording Secretary	C-9	1.00	1.00	49,303	51,341	1.00	51,341	1.00	51,341
	Administrative Assistant	C-8	1.00	1.00	47,808	49,832	1.00	49,142	1.00	49,338
	Subtotal		6.00	6.00			6.00	571,706	6.00	577,994
510102	Permanent Part Time Salaries									
	Office Assistant	C-4	0.48	0.48	40,851	42,806	0.48	20,249	0.48	20,343
	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	20,249	0.48	20,343
	Other									
513044	Longevity Pay							2,825		3,450
514045	Stipend - Selectmen (Chair)					4,500		4,500		4,500
514045	Stipend - Selectmen (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)							700		700
515540	Automobile Allowance							7,500		7,500
578200	Annuity Contribution							10,200		10,200
514501	Life Insurance Reimbursement							1,500		1,500
	Subtotal							49,025		49,650
	Total		**6.48**	**6.48**			**6.48**	**640,980**	**6.48**	**647,988**

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 FY17 budget represents a $5,293 (1.0%) increase. Personnel increases $5,087 (1.7%) for Steps ($4,462) and Longevity ($625). Services increase $206 (0.1%) for the Copier Lease.

FY2017 OBJECTIVES

1. To develop more effective training and development tools utilizing the metrics derived from the employee engagement study which created a baseline of information. Repeat the same survey to continue to identify challenge areas and to develop effective solutions of engaging employees by building best practices.
2. To collaborate with the Office of Diversity, Inclusion and Community Relations to continue to work with the departments with the goal of identifying and establishing workforce performance measures that are tied to diversity and inclusion measures.
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 develop employee survey for non-union employees and to develop better feedback mechanisms to engage our non-union, middle management on various workplace personnel issues.

FY2017 OBJECTIVES (Con't.)

5. To continue the revision and updates of personnel policies. Including the workplace safety, social media and equal opportunity policy with an objective of developing an employee Code of Conduct that incorporates all Town Policies under the leadership of the Human Resources Board.
6. 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*.
7. To continue to develop collaborative relationships with the Town unions in an effort to reduce grievances and costly litigation and to negotiate settlement of new union contracts.
8. To continue to examine all HR and Payroll processes and functions, in conjunction with payroll, Information Technology and super user departments with the new 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.
9. 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.

PROGRAM COSTS - HUMAN RESOURCES DEPARTMENT

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	295,016	296,582	301,669	5,087	1.7%
Services	356,476	200,503	200,709	206	0.1%
Supplies	7,714	9,000	9,000	0	0.0%
Other	15,625	31,000	31,000	0	0.0%
Capital	1,385	1,640	1,640	0	0.0%
TOTAL	676,217	538,725	544,018	5,293	1.0%
BENEFITS			237,228		
REVENUE	0	0	0		

FY2016 ACCOMPLISHMENTS

1. Released an updated Classification and Pay Plan for all non-union employees, clarifying and updating work rules and procedures, e.g., Family Medical Leave, and benefits that apply to non-represented employees, while separating out the civil service and union rules.
2. Trained all middle managers on their first-time Classification and Pay Plan including clarification of leave policies, overtime, pay and benefits. Addressed new vacation rules and accrual system to further reduce unfunded leave accrual liabilities
3. Worked with Human Resources Board and Board of Selectmen to implement a new sick leave accrual for employees who formerly did not receive any leave accruals, such as temporary employees and employees who are less than Half-time.
4. Met monthly and work closely with the Director, Diversity, Inclusion and Community Relations to identify inclusion and diversity goals and objectives for the Town's work environment and to review approaches to ongoing personnel matters.
5. Identified 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.
6. Hired 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.
7. Reviewed the employee engagement survey, conducted in the spring 2015, and continued to work on the measurement and development of more effective training and development tools.
8. Continued to develop efficiencies with the Payroll department for the rollout of the Tyler MUNIS payroll system with a goal of enabling the Town to develop better data and analytic tools to more efficiently manage personnel costs.
9. Rolled out new reporting mandates under the federal Affordable Care Act, working closely with Payroll and Information Technology staff.
10. Utilized effective claims management, medical case management and specialized legal support to keep workers compensation costs below the previous fiscal year expenditures.
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 a new Minutes in Motion Plus program for FY2016 and increasing the awareness of the Employee Assistance Program.
13. Worked closely with the AFSCME union to work more collaboratively and efficiently by increasing communication with specific objectives of dealing with and resolving matters with various Departments which resulted in fewer grievances and arbitrations.

	ACTUAL FY2014	ESTIMATE FY2015	ACTUAL FY2015	ESTIMATE FY2016	ESTIMATE FY2017
Workers' Comp. Costs	$1,516,843	$1,450,000	$1,395,242	$1,550,000	$1,400,000
Town	$1,433,348	$1,365,000	$1,280,627	$1,465,000	$1,300,000
School	$83,495	$85,000	$114,615	$85,000	$100,000
Job injuries (WC/Police & Fire)	97/27	71/30	104/74	71/30	104/74
Time Lost/No Time Lost (WC/Pol& Fir)	61/36 - 13/14	35/36 - 18/12	23/81-28/46	35/36 - 18/12	23/81-28/46
Management Training Programs	5	6	8	6	10
Employee Training Programs	21	25	21	25	25
Immunization Clinics/# of Employees	7/448	7/450	4/300	4/350	4/350
Sick Leave Hours/Permanent Employees	61,773	60,000	51,750	60,000	55,000
Unemployment Claims					
Paid/Processed	90/191	90/191	61/166	90/191	61/166
Town	33/70	33/70	30/67	33/70	30/67
School	38/121	38/121	0	38/121	31/99
Unemployment Costs	$261,055	$300,000	$239,733	$300,000	$219,000
Town	$120,392	$160,000	$121,899	$160,000	$112,000
School	$140,663	$140,000	$117,834	$140,000	$107,000
Job Appl. Processed	2,657	2,200	2,807	2,200	2,800
CORI/SORI Checks	1,595	2,600	1,248	2,600	1,500

PERFORMANCE / WORKLOAD INDICATORS (CON'T.)

	ACTUAL FY2014	ESTIMATE FY2015	ACTUAL FY2015	ESTIMATE FY2016	ESTIMATE FY2017
Group Health Contracts	17	17	17	17	17
Group Health Changes	1,235	1,000	2,560	100,000	2,500
Group Health Subscribers	3,005	3,042	3,042	3,082	3,114
GIC-offered PPO Plans	1,278	1,292	1,292	1,311	1,082
% of Total	42.5%	42.5%	42.5%	42.5%	34.7%
GIC-offered HMO Plans	447	454	454	454	494
% of Total	14.9%	14.9%	14.9%	14.7%	15.9%
GIC-offered Indemnity Plans	49	46	46	46	270
% of Total	1.6%	1.5%	1.5%	1.5%	8.7%
Medicare Supplement Plans	1,231	1,250	1,250	1,271	1,268
% of Total	41.0%	41.1%	41.1%	41.2%	40.7%
Active	1,463	1,495	1,495	1,515	1,537
% of Total	48.7%	49.1%	49.1%	49.2%	49.4%
Retiree	1,542	1,547	1,547	1,567	1,577
% of Total	51.3%	50.9%	50.9%	50.8%	50.6%
Individual	2,153	2,149	2,149	2,179	2,192
% of Total	71.6%	70.6%	70.6%	70.7%	70.4%
Family	852	893	893	903	922
% of Total	28.4%	29.4%	29.4%	29.3%	29.6%
Town	1,359	1,354	1,354	1,364	1,361
% of Total	45.2%	44.5%	44.5%	44.3%	43.7%
School	1,646	1,688	1,688	1,718	1,753
% of Total	54.8%	55.5%	55.5%	55.7%	56.3%

PERFORMANCE / WORKLOAD INDICATORS (CON'T.)

	ACTUAL FY2014	ESTIMATE FY2015	ACTUAL FY2015	ESTIMATE FY2016	ESTIMATE FY2017
Group Life Subscribers	2,334	2,389	2,381	2,429	2,381
Active	1,359	1,395	1,425	1,415	1,425
% of Total	58.2%	58.4%	59.8%	58.3%	59.8%
Retiree	975	994	956	1,014	956
% of Total	41.8%	41.6%	40.2%	41.7%	40.2%
Town	1,096	1,108	1,108	1,138	1,100
% of Total	47.0%	46.4%	46.4%	46.9%	46.2%
School	1,238	1,281	1,281	1,291	1,281
% of Total	53.0%	53.6%	53.6%	53.1%	53.8%
No. of Death Benefits Paid	26	30	16	30	30
Voluntary Addl. Life Subscribers	222	222	225	222	225
Voluntary Addl. Life Changes	102	102	150	102	150
Voluntary Dental Contracts	2	2	2	2	2
Voluntary Dental Changes	655	655	600	655	600
Voluntary Dental Subscribers	1,141	1,600	1,149	1,600	1,200
Individual	655	900	642	900	650
Family	420	700	415	700	450
Individual +1	66	66	99	66	100
Town	442	442	435	442	435
School	699	699	714	699	714
Retiree Dental Subscribers	292	292	347	292	350
Individual	112	112	219	112	220
Family	180	180	128	180	130
Long Term Disability (LTD)	29	30	30	30	30
LTD Changes	29	30	30	30	30

TOWN OF BROOKLINE FY2017 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance PROGRAM: Human Resources

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2014	NUMBER OF POSITIONS FUNDED FY2015	FY2016 SALARY RANGE LOW	FY2016 SALARY RANGE HIGH	FY2016 BUDGET NO.	FY2016 BUDGET AMOUNT	FY2017 RECOMMENDATION NO.	FY2017 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Human Resources Director	D-6	1.00	1.00	105,792	124,617	1.00	124,617	1.00	124,617
	Assistant Director of Human Resources	T-10	1.00	1.00	77,313	87,476	1.00	81,515	1.00	82,966
	Human Resources Generalist	T-6	1.00	1.00	63,640	72,006	1.00	67,099	1.00	68,293
	Benefits Administrator	T-4	1.00	1.00	54,561	61,733	1.00	60,654	1.00	61,733
	Administrative Assistant	C-8	0.00	1.00	47,808	49,832	1.00	46,870	1.00	49,142
	Staff Assistant	C-6	1.00	0.00	44,668	46,662	0.00	0	0.00	0
	Subtotal		5.00	5.00			5.00	380,755	5.00	386,752
	Chargeoff to Workers' Comp. Trust Fund (1)							(86,248)		(87,783)
	Net Total		5.00	5.00			5.00	294,507	5.00	298,969
510102	Permanent Part Time Salaries									
	Staff Assistant	C-6	0.00	0.98	44,668	46,662	0.98	45,293	0.98	45,293
	Charge-off to Group Health Trust Fund							(45,293)		(45,293)
	Net Total		0.00	0.98			0.98	0	0.98	0
	Other									
513044	Longevity Pay							1,725		2,350
515501	Clothing/Uniform Allowance (In lieu of boots)							350		350
	Subtotal							2,075		2,700
	Total		**5.00**	**5.98**			**5.98**	**296,582**	**5.98**	**301,669**

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

TOWN OF BROOKLINE FY2017 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 the Help Desk. 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.

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

BUDGET STATEMENT

The FY17 budget represents a $62,185 (3.4%) increase. Personnel increased by $6,236 (0.6%) due to an increase in Steps ($4,811) and Longevity ($1,425). Services decreased $129,050 (20%) due to a decrease in Data Processing Software Maintenance ($113,088) and General Consulting ($40,000) and an increase in Data Processing Software Maintenance ($24,039). The decrease in Other by $15,000 (46.1%) due to a shift from an outside vendor to in house training. Capital increased by $200,000 (486.6%) because of an increase in Leased Network Equipment and Software resulting from the network upgrade.

PROGRAM COSTS - INFORMATION TECHNOLOGY DEPARTMENT

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	1,092,177	1,096,657	1,102,893	6,236	0.6%
Services	585,914	645,322	516,272	(129,050)	-20.0%
Supplies	33,843	10,350	10,350	0	0.0%
Other	31,592	32,550	17,550	(15,000)	-46.1%
Capital	40,296	41,100	241,100	200,000	486.6%
TOTAL	1,783,823	1,825,980	1,888,165	62,185	3.4%
BENEFITS			514,018		
REVENUE	551	1,250	1,250	0	0.0%

FY2017 OBJECTIVES

Administration

1. Continue to meet with individual departments and various committees on a regular basis to review upcoming technology initiatives.
2. Continue to meet with Senior School administration on a regular basis.
3. Continue to Chair and convene monthly meetings of the Information Management Governance Committee and quarterly meetings of the ITAC.
4. Represent the IT department at monthly Emergency Management Team meetings.
5. Continue drive business process change which will promote departmental efficiencies and improved services to customers.
6. 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.

Application Management

1. To continue to manage the lifecycle management strategy for all enterprise applications.
2. To continue to practice change management best practice.
3. To drive business re-engineering and application optimization.
4. To identify roadmaps for all major applications.
5. To implement additional technologies that will enable the public to better interact and transact with Town departments.
6. To complete the rollout of the next generation enterprise permitting application.
7. Rolled out online renewal of commercial recycling plans in accordance to the new Town Bylaw.
8. Assisted with re-architecture of online payments system into a consolidated payment portal.
9. Rolled out new websites for the Public Schools of Brookline, Devotion School, and BEEP.
10. To further the use, and optimization of document management system.
11. To continue to develop integrated mobile applications that save time and increase efficiency, and to support the increasing mobile workforce.
12. To complete the build of all remaining individual school websites.
13. To continue to support the school department and the economic development office with data analysis related to student population.
14. Completed DR test for mission critical systems.
15. Assisted DPW Water and Sewer Division to roll out the water usage web portal.
16. Assisted the School Department in migrating to a new food service system for all schools and a new parent payment portal.

FY201 OBJECTIVES (Con't.)

Network Support

1. Develop next generation storage, backup and server virtualization architecture for future implementation.
2. Implement next generation firewall and web filtering appliance.
3. Upgrade Core network backbone for increased capacity and performance
4. Upgrade Town and School network infrastructure for increased capacity and performance.
5. Upgrade Town/School Internet Access Connection to higher speed.
6. Continue to implement polices to lockdown desktops via central management, antivirus and other third party tools.
7. Continue to implement centralized software distribution tool for desktop upgrades, etc.

Help Desk

1. To take a proactive role in user education and comfort level with emerging technology.
2. To better serve our customers by means of survey and performance metrics.

FY2016 ACCOMPLISHMENTS

Administration

1. Assumed leadership position in enhancing the Town and Public School social media presence and effectiveness.
2. Met with individual departments and various committees on a regular basis to review upcoming technology initiatives.
3. Assumed leadership position in the conversion and implementation of a new Town/School Payroll and Human Resource system.
4. Chaired and convened monthly meetings of the Information Management Governance Committee.
5. Represented the IT department at monthly Emergency Management Team meetings.
6. Led Town efforts to ensure open data accessibility and transparency via BrooklineMA.gov
7. Secured Grant from Department of Homeland Security to implement Cyber Security Awareness Program.
8. Secured Grant from Commonwealth of Massachusetts for development of a Cyber Incident Response Plan.
9. Produced and provided instruction for several technology based classes for Town and School employees

Application Management

1. Continued to upgrade and keep current all major Town/School Applications.
1. Continued to practice change management best practice.
2. Identified and procured the next gen permitting system through a rigorous process.
3. Rolled out online renewal of commercial recycling plans in accordance to the new Town Bylaw.
4. Continued to further refine and implement Munis ERP system.
5. Consolidated all Invoice Cloud payment portals.
6. Assisted the School Department in migrating to a new food service system for all schools and a new parent payment portal.

FY2016 ACCOMPLISHMENTS (Con't.)

Application Management (con't.)

8. Rolled out new websites for the Public Schools of Brookline, Devotion School, and BEEP.
9. Build and refined data feeds between various systems.
10. Continued to build more stories to show case our community using multi-media story maps.
11. Updated the Assessor's property atlas book.
12. Supported school department with spatial data, and data analysis.
13. Completed DR test for mission critical systems.
14. Assisted DPW Water and Sewer Division to roll out the water usage web portal.

Network Support

1. Secured funding for enterprise wide network infrastructure refresh.
2. Upgraded primary data centers in Town and Public safety locations
3. Upgraded primary Internet connection for Town & School connectivity.
4. Continue to monitor and manage 36 locations for maximum uptime.
5. Implemented Digital Signage across all PSB Schools.
6. Upgraded all PSB facilities to 10G connectivity.
7. Migrated several Public Safety Radio networks onto existing infrastructure.
8. Continued to ensure reliability of over 130 virtual and 40 physical servers.
9. Eliminated several leased circuits to remote facilities and incorporated into Town network.

Help Desk

1. Continued to introduce and support users to the Town/School consolidated Help Desk.
2. Enhanced self-service trouble ticket capability to all school users.
3. Upgraded apple servers to latest version.
4. Responded to over 2100 help tickets across the enterprise.
5. Project managed, deployed and relocated over 700 desktop computers across the Town and School departments.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2014	ESTIMATE FY2015	ACTUAL FY2015	ESTIMATE FY2016	ESTIMATE FY2017
Application Management					
Enterprise Applications Maintained	17	20	20	20	20
% Uptime	99.85%	99.85%	99.85%	99.85%	99.85%
Departmental Applications Maintained	11	11	13	13	13
BrooklineMA.gov Site Visits	620,000	600,000	694,000	600,000	650,000
BrooklineMA.gov Mobile site Visits	7,869				
%Uptime	99.70%	99.70%	99.70%	99.70%	99.70%
Web Pages Maintained	1,104	985	985	985	985
Brookline.k12.ma.us Site Visits	325,000	325,000	325,000	325,000	325,000
%Uptime	99.70%	99.70%	99.70%	99.70%	99.70%
Public List Servs Managed	108	108	112	112	112
# of Standard GIS Maps Avail.	359	365	365	365	365
Network Operations					
Network Connected Sites	40	42	42	42	42

TOWN OF BROOKLINE FY2017 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance PROGRAM: Information Technology

SUMMARY OF SUB-PROGRAMS

ELEMENTS	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Administration	775,562	599,368	682,476	83,109	13.9%
Application Management	609,597	753,115	779,430	26,315	3.5%
Network Support	271,973	366,559	317,974	(48,585)	-13.3%
Help Desk	126,691	106,938	108,284	1,347	1.3%
TOTAL	1,783,823	1,825,980	1,888,165	62,184	3.4%

Administration

PROGRAM COST

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	195,359	194,075	195,183	1,109	0.6%
Services	488,042	337,468	234,468	(103,000)	-30.5%
Supplies	33,843	5,350	5,350	0	0.0%
Other	24,148	25,200	10,200	(15,000)	-59.5%
Capital	34,169	37,275	237,275	200,000	536.6%
TOTAL	775,562	599,368	682,476	83,109	13.9%

Network Support

PROGRAM COST

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	271,973	274,914	276,417	1,503	0.5%
Services	0	90,370	40,282	(50,088)	-55.4%
Supplies	0	0	0	0	0.0%
Other	0	0	0	0	0.0%
Capital	0	1,275	1,275	0	0.0%
TOTAL	271,973	366,559	317,974	(48,585)	-13.3%

Application Management

PROGRAM COST

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	551,405	552,006	554,283	2,277	0.4%
Services	44,621	192,484	216,523	24,039	12.5%
Supplies	0	0	0	0	0.0%
Other	7,444	7,350	7,350	0	0.0%
Capital	6,128	1,275	1,275	0	0.0%
TOTAL	609,597	753,115	779,430	26,315	3.5%

Help Desk

PROGRAM COST

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	73,440	75,663	77,009	1,347	1.8%
Services	53,251	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	1,275	0	0.0%
TOTAL	126,691	106,938	108,284	1,347	1.3%

TOWN OF BROOKLINE FY2017 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance PROGRAM: Information Technology

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2014	NUMBER OF POSITIONS FUNDED FY2015	FY2016 SALARY RANGE LOW	FY2016 SALARY RANGE HIGH	FY2016 BUDGET NO.	FY2016 BUDGET AMOUNT	FY2017 RECOMMENDATION NO.	FY2017 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Chief Information Officer	D-8	1.00	1.00	123,396	145,354	1.00	145,354	1.00	145,354
	Director of IT Applications	T-15	1.00	1.00	101,510	114,854	1.00	114,854	1.00	114,854
	Manager Network Operations	T-13	1.00	1.00	90,343	102,220	1.00	102,220	1.00	102,220
	Web Developer	T-10	1.00	1.00	77,313	87,476	1.00	87,476	1.00	87,476
	GIS Admin/Developer	T-10	1.00	1.00	77,313	87,476	1.00	87,476	1.00	87,476
	Information Systems Analyst	T-10	1.00	1.00	77,313	87,476	1.00	82,966	1.00	84,443
	Network Systems Administrator	T-10	2.00	2.00	77,313	87,476	2.00	171,919	2.00	173,422
	Database Administrator	T-9	1.00	1.00	74,339	84,112	1.00	84,112	1.00	84,112
	Help Desk Technician	T-9	0.00	1.00	74,339	84,112	1.00	75,663	1.00	77,009
	Senior Programmer Analyst	T-8	1.00	1.00	71,480	80,876	1.00	80,876	1.00	80,876
	Administrative Assistant	C-8	1.00	1.00	46,870	48,855	1.00	48,371	1.00	48,855
	Subtotal		11.00	12.00			12.00	1,081,287	12.00	1,086,098
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							3,275		4,700
515501	Clothing/Uniform Allowance							350		350
	Subtotal							3,625		5,050
	Total		**11.40**	**12.40**			**12.40**	**1,096,657**	**12.40**	**1,102,893**

PROGRAM DESCRIPTION

The Department of Finance was created through the enactment of Chapter 25 of the Acts of 1993. The primary purpose was to provide a means for the coordination of all Town fiscal operations. The major goals were to attain efficiencies in operations; flexibility in resource utilization; economies of larger scale operations; elimination of duplication; and improved communications and coordination of all fiscal-related functions, new initiatives, special studies, and research projects.

As part of the Information Technology Department re-organization, legislation was approved in February, 2004 that removed Information Technology from under the Finance Department, and the re-organized IT operation became its own department. The result is a Finance Department comprised of the following four divisions:

1. Division of Accounts managed by the Town **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. Division of Purchasing managed by the **Chief Procurement Officer** - this division is responsible for preparing specifications to ensure that requirements are precisely stated and written to allow open competition; contacting potential suppliers through advertised bids and written or telephoned quotations, all in accordance with applicable bidding laws; public opening of advertised bids; analyzing bids and recommending awards; and issuing contracts and purchase orders. 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. Division of Assessing managed by the **Chief Assessor** - 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 share of the property tax levy.

4. Division of Treasury managed by the **Treasurer/Collector** - this division is responsible for the billing, collecting, and inveFisting of all funds and the arrangement of the timely disbursement of all payments to vendors, town employees, and retirees. The Division is also responsible for the Town/School Payroll unit.

The Department is overseen by the Director of Finance, who is responsible for the management of the administrative functions of the various divisions as well as coordination of all functional activities. The Director may be one of the division managers.

BUDGET STATEMENT

The FY17 budget reflects a $230,195 (7.8%) increase, primarily due to the shift of credit card service charges from departmental budgets to the Collector/Treasurer Division. Personnel increases $11,872 (0.6%) primarily due to Steps ($11,934) and Part Time salaries ($150), with a small decrease in Longevity ($212).

Services increase $235,043 (33.6%) predominantly due to a consolidation of the Town-wide Credit Card Service Charges ($230,236). The credit card charges will be managed within the Finance Department. In addition, there was an increase to Computer Software and Maintenance for MUNIS Support ($4,398) and a Copier Lease ($409).

Capital decreases $16,720 (67.6%), which reflects the one-time purchase of a vehicle in FY16, but not in FY17, and a decrease in Office Equipment, which also reflects a one-time purchase.

PROGRAM COSTS - FINANCE DEPARTMENT

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	2,135,964	2,145,748	2,157,620	11,872	0.6%
Services	652,522	698,560	933,603	235,043	33.6%
Supplies	40,676	50,310	50,310	0	0.0%
Other	17,295	20,957	20,957	0	0.0%
Utilities	1,924	1,332	1,332	0	0.0%
Capital	21,199	24,720	8,000	(16,720)	-67.6%
TOTAL	2,869,580	2,941,627	3,171,822	230,195	7.8%
BENEFITS			1,141,766		
REVENUE	1,608,628	1,575,000	1,587,250	12,250	0.8%

FY2017 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 11.
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 Devotion School remodel project for fixtures, furniture and services.
2. To establish new contracts for goods and services that will result in savings for Town and School Departments.
3. To modify and update existing contracts, and issue new bids, to improve levels of service and quality of goods.
4. To rebid as needed Building Department service contracts, as well as new categories of service as needed.
5. To participate in the statewide integration group for CommBuys online procurement site with Tyler Munis financial system, for ordering and posting of bids and proposals.
6. To continue to oversee the Purchasing Card (PCard) program as appropriate by specific departments.
7. To continue to purchase items that comply with the Town's various initiatives, such as more fuel efficient vehicles, equipment, cleaning, paper, and other materials as appropriate for various Departments use.
8. To continue to assist the Information Technology Department with the various IT and Telecom projects.
9. To continue to promote in-house print capabilities to lessen the costs of outside printing.
10. To work with the Council on Aging, Library and Public Safety Departments to control mailing costs at their locations in cooperation with the Town Hall central mailing facility.
11. To continue to review current cell phone provider plans and phones, to lower costs and improve service.

Assessors

1. To complete the development of a comparable sales market model within the existing CAMA system for all residential properties to be used in review of assessments under appeal and to provide taxpayers with a more familiar explanation of valuation components.
2. 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.
3. To expand use of town's integrated GIS-CAMA capabilities to include all residential properties in the current on-line sales (story) map application.
4. To continue to explore ways to expand use of the assessor's database in combination with other town record systems and GIS mapping capabilities.
5. To continue to be diligent in the discovery of taxable property and allowable levy growth for fiscal year 2017 and beyond using the town's technology resources and sound assessment practices.

Treasurer/Collector

1. To maintain the highest possible bond rating.
2. To continue the timely monthly and year end closings.
3. To oversee the financial aspects of the accounting and payroll systems.
4. To continue to maintain an active and aggressive collection program for property taxes, motor vehicle excise, water/sewer, refuse collection, and other charges, fees and fines.
5. To maintain a timely and accurate cash reporting and reconciliation system that ensures excellent internal controls and safeguards Town assets.
6. To maintain an effective cash management and forecasting program that enables optimization of investment returns while ensuring availability of funds when needed.
7. To monitor banking service charges and fees and to actively maintain favorable banking relationships.
8. To oversee, and develop new strategies concerning, the use of credit cards and the associated charges.
9. To continue staff development and seek ways to improve customer services, including the expansion of electronic payment availability and extended 24 hour seven day service to the public.
10. 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.
11. To maintain a prudent debt management program along with a full disclosure and favorable relations with the bond rating and investment community.
12. To continue to implement an aggressive Tailings program to reduce the number of uncashed vendor and payroll checks.
13. To continue to expand the Town's PILOT Program.
14. To continue to implement a funding strategy for the Town's unfunded liabilities of Pensions and OPEB's.
15. To expand the electronic vendor payment program.
16. To expand the number of payroll Direct Deposit payments.
17. To expand the number of bills delivered via a paperless transaction.

FY2016 ACCOMPLISHMENTS

Comptroller

1. Reviewed and closed old/small balance general ledger accounts.
2. Continued an efficient year-end closing.
3. Worked with the Treasurer/Collector's office to improve month-end and year-end closings and reconciliation.
4. Completed the upgrade to MUNIS 10.5.
5. Continued to apply MUNIS internet upgrades (MIU) weekly, resulting in up-to-date programs with all bug-fixes applied.
6. Worked with the payroll division on conversion issues to MUNIS payroll.
7. Revised and streamlined MUNIS permissions for all users.
8. Trained new MUNIS users on financial software applications.

Purchasing

1. Examples of some Town Department bids and requests for proposals: Historical Study for Planning, Sand for DPW, Signs for DPW, Salt (Newton Cooperative bid) for DPW, Building Program Consultant for the Coolidge Corner Library, Air Quality & AHERA for Building & Schools, Pierce School Playground for DPW, Trees & Shrubs for DPW, Old Lincoln Air Quality Health for Building & Schools, Master Lease Purchase Financing for Public Works equipment, Golf Maintenance Equipment lease, Lease & Occupancy of 27 Ackers, Building Service Bids: Elevator, Sprinklers, Acoustic Ceiling, Overhead Door, Civil Engineering, Mechanical Engineering, Electrical Engineering, Architectural, Building Envelope Architecture.
2. Examples of some School Department bids and RFPs: School Buses, Pizza, Bagels, Sushi, Rental of Tables and Chairs, School Site Identification Study School, Lease of Space for Schools, Paper Towels, Toilet Tissue & Hand Soap, Apple Equipment lease.
3. Established an Ahold (Stop & Shop) account for special education and other summer programs.
4. Monitored, modified, and updated existing contracts, through research and the issuance of new bids, 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. Obtained significant savings for FY16 with the following prices for the entire fiscal year: gasoline fixed price of $2.003 per gallon, diesel fixed price of $2.1703 per gallon, and #2 heating fuel fixed price of $2.0954 per gallon.
6. Managed the Purchasing Card (PCard) program for School and IT Departments for appropriate purchases.
7. Purchased additional hybrid gas electric vehicles: Toyota Prius and Ford Fusion, as well as fuel efficient 4 cylinder vehicles: Chevrolet Sonic & Cruze, Ford Transit.
8. Continued to expand purchases from other cooperative contracts, such as Massachusetts Higher Education Consortium and Metropolitan Area Planning Council, in compliance with MGL Ch. 30B.

FY2016 ACCOMPLISHMENTS (Con't.)

Purchasing (con't.)

9. Trained staff to use office supply vendor online ordering for all Town and School Departments.
10. Trained Town and School clerical staff on MUNIS purchasing modules.
11. Worked with the IT Department to review, modify and eliminate telephone lines. Investigated fiber solutions to internet and telecom connectivity.
12. Coordinated the use of mailing machines at Town Hall, COA and Public Safety to control the costs of mail processing.
13. Monitored cell phone plans and phones, to keep costs low and improve service.
14. Use in-house print capabilities to lessen the costs of outside printing services. The Annual Report, Financial Plan, Contract Specifications, Town Meeting Combined Reports, Town Meeting Member Newsletters, and other materials continue to be printed internally.

Assessors

1. Completed a restructuring of its staff by creating two new positions; Assistant Assessor/ Data-Analyst and a part-time Senior Office Assistant.
2. Increased reliance on digital records keeping, data management, and expanded use of town owned technologies.
3. Created an interactive map of all one, two and three family, and residential condominium sales, with a summary of the assessment data.
4. Successfully implemented of a major update to the Assessor's computer-assisted mass-appraisal (CAMA) system to the Patriot Properties' AssessPro dot-Net version 5.0.
5. Developed a market adjusted replacement cost new less depreciation model for all properties that will be used as a value check to the primary models: multiple regression analysis for residential property and the capitalization of income for apartment and commercial properties. The market adjusted cost model variables will also be used in the comparable sales, market model to be developed in 2016.

Treasurer/Collector

1. Expanded the Credit Card payment program to line Departments.
2. Successfully negotiated and signed a Payment In Lieu of Tax Agreements for the properties located at 86 Dummer Street, 132 Carlton Street, and 303 Boylston Street.
3. Completed phase two of the payroll system conversion from an external provider to an "in-house" operation. Completed a MUNIS upgrade.
4. Began the implementation of Dashboard and Employee Self Service (ESS).
5. Expanded the ACH method for paying bills.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2014	ESTIMATE FY2015	ACTUAL FY2015	ESTIMATE FY2016	ESTIMATE FY2017
COMPTROLLER					
Payment Vouchers/ Invoices Processed	39,622	40,000	38,761	40,000	40,000
EFT Payments Processed	1,612	1,500	1,826	1,500	1,600
Manual checks processed	0	1	0	1	1
Computer Checks Processed	16,569	17,000	16,117	17,000	17,000
Vendors Serviced	4,633	4,900	4,576	4,900	4,800
Journal Vouchers Processed	1,933	2,000	2,114	2,000	2,000
Requisitions Approved	9,854	9,500	9,586	9,800	9,800
Cash Receipts Processed	29,233	30,000	25,882	30,000	29,000
Miscellaneous Committed Bills Created	3,700	3,800	3,701	3,800	3,800
PURCHASING					
Blanket Contracts	87	90	92	85	90
Public Bids	80	85	83	80	80
Purchase Orders (PO's)	9,854	9,600	9,586	9,600	9,600
PO $ Value (millions)	$76.0	$80.0	$78.9	$90.0	$90.0
ASSESSORS*					
Property Inspections Completed	1,147	NA	1,568	1,500	1,500
Building Permits Reviewed	640	NA	703	700	700
Property Sales Reviewed & Validated	898	NA	901	900	900
Property Transfers (Deeds) Reviewed	1,396	NA	1,319	1,350	1,350
Income & Expense Statements Reviewed	336	NA	280	300	300
Personal Property Returns Reviewed	501	NA	490	500	500
Exempt Property Returns Reviewed (3ABC)	98	NA	108	100	100
Residential Exemption Audits Completed	35	NA	47	75	100
Statutory (Personal) Exemptions Granted	153	NA	168	170	175
Abatement Applications Received/Reviewed	125	NA	200	185	175
Appellate Tax Board Petitions Filed/Reviewed	35	NA	75	65	55
Motor Vehicle Excise Bills Committed	36,381	NA	33,996	35,000	35,000
MVE Bills Abated	1,486	NA	1,566	1,500	1,500

**Assessor's Office utilized new indicators for FY17, so there were no estimates for FY15*

PERFORMANCE / WORKLOAD INDICATORS (Con't.)

	ACTUAL FY2014	ESTIMATE FY2015	ACTUAL FY2015	ESTIMATE FY2016	ESTIMATE FY2017
TREASURER / COLLECTOR					
Current Year Collections:					
Property Taxes	99.20%	99.00%	98.77%	99.00%	99.00%
Motor Vehicle Excise	92.90%	93.00%	93.49%	93.00%	93.00%
Investment Earnings:					
Total $	$233,165	$250,000	$228,601	$ 250,000	$ 200,000
% Increase / (Decrease)	-8.8%	0.0%	0.0%	0.0%	-20.0%
Property Tax Bills	68,324	68,400	67,931	68,400	68,000
Water Bills	41,615	41,600	41,863	41,600	41,600
Refuse Bills	29,383	29,400	29,423	29,400	29,400
MLC's Issued	1,340	1,250	1,431	1,250	1,250
Total Payrolls	112	107	97	107	100
Total # of Checks	8,094	8,000	6,653	7,000	7,000
Total # of Direct Deposits	88,260	88,000	84,680	88,000	85,000
W-2's Prepared Annually	3,599	3,700	3,826	3,700	3,700
1099's Prepared Annually	247	250	247	250	250
Total Papeless Bills	753	800	9,357	800	9500
% of employees direct deposit	91%	93%	95%	93%	95%
Credit Card Use:					
% Water Bills	20%	21%	22%	22%	23%
% Refuse Bills	22%	23%	23%	24%	24%

TOWN OF BROOKLINE FY2017 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance PROGRAM: Finance Department

SUMMARY OF SUB-PROGRAMS

SUB-PROGRAMS	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Comptroller	551,138	574,670	582,201	7,531	1.3%
Purchasing	667,116	665,956	651,983	(13,973)	-2.1%
Assessor	664,015	674,651	676,454	1,803	0.3%
Treasurer-Collector	987,311	1,026,350	1,261,184	234,833	22.9%
TOTAL	2,869,580	2,941,627	3,171,822	230,195	7.8%

COMPTROLLER

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	346,314	349,758	352,891	3,133	0.9%
Services	192,481	209,405	213,803	4,398	2.1%
Supplies	5,585	7,300	7,300	0	0.0%
Other	5,134	6,407	6,407	0	0.0%
Capital	1,624	1,800	1,800	0	0.0%
TOTAL	551,138	574,670	582,201	7,531	1.3%

PURCHASING

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	385,347	367,974	370,001	2,027	0.6%
Services	237,822	253,190	253,190	0	0.0%
Supplies	23,937	23,960	23,960	0	0.0%
Other	2,345	2,400	2,400	0	0.0%
Utilities	1,924	1,332	1,332	0	0.0%
Capital	15,741	17,100	1,100	(16,000)	-93.6%
TOTAL	667,116	665,956	651,983	(13,973)	-2.1%

ASSESSOR

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	628,344	628,052	629,545	1,493	0.2%
Services	27,626	34,349	34,659	310	0.9%
Supplies	1,615	2,250	2,250	0	0.0%
Other	4,763	7,500	7,500	0	0.0%
Capital	1,667	2,500	2,500	0	0.0%
TOTAL	664,015	674,651	676,454	1,803	0.3%

TREASURER-COLLECTOR

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	775,959	799,964	805,183	5,218	0.7%
Services	194,593	201,616	431,951	230,335	114.2%
Supplies	9,540	16,800	16,800	0	0.0%
Other	5,053	4,650	4,650	0	0.0%
Capital	2,167	3,320	2,600	(720)	-21.7%
TOTAL	987,311	1,026,350	1,261,184	234,833	22.9%

PURCHASING SUBPROGRAM

SUMMARY OF ELEMENTS

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Purchasing	318,902	314,523	300,228	(14,296)	-4.5%
General Services	348,214	351,433	351,756	323	0.1%
TOTAL	667,116	665,956	651,983	(13,973)	-2.1%

Purchasing

ELEMENT COSTS

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	291,753	286,234	287,939	1,704	0.6%
Services	4,079	4,397	4,397	0	0.0%
Supplies	3,060	3,060	3,060	0	0.0%
Other	2,345	2,400	2,400	0	0.0%
Utilities	1,924	1,332	1,332	0	0.0%
Capital	15,741	17,100	1,100	(16,000)	-93.6%
TOTAL	318,902	314,523	300,228	(14,296)	-4.5%

General Services

ELEMENT COSTS

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	93,594	81,740	82,063	323	0.4%
Services	233,743	248,793	248,793	0	0.0%
Supplies	20,877	20,900	20,900	0	0.0%
Other	0	0	0	0	0.0%
Capital	0	0	0	0	0.0%
TOTAL	348,214	351,433	351,756	323	0.1%

TREASURER-COLLECTOR SUB-PROGRAM

SUMMARY OF ELEMENTS

SUB-PROGRAMS	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Administration	203,777	202,378	433,426	231,048	114.2%
Treasurer	157,574	161,851	163,235	1,385	0.9%
Collector	263,592	284,745	284,358	(387)	-0.1%
Payroll	362,369	377,377	380,165	2,788	0.7%
TOTAL	987,311	1,026,350	1,261,184	234,833	22.9%

Administration

ELEMENT COSTS

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	137,760	149,584	150,371	787	0.5%
Services	63,800	49,581	279,842	230,261	464.4%
Supplies	1,313	2,463	2,463	0	0.0%
Other	260	175	175	0	0.0%
Capital	644	575	575	0	0.0%
TOTAL	203,777	202,378	433,426	231,048	114.2%

Treasurer

ELEMENT COSTS

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	111,563	113,095	114,455	1,360	1.2%
Services	43,369	46,281	46,306	25	0.1%
Supplies	793	1,000	1,000	0	0.0%
Other	1,527	900	900	0	0.0%
Capital	322	575	575	0	0.0%
TOTAL	157,574	161,851	163,235	1,385	0.9%

Collector

ELEMENT COSTS

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	196,905	206,202	205,790	(412)	-0.2%
Services	66,319	74,818	74,843	25	0.0%
Supplies	116	2,250	2,250	0	0.0%
Other	252	900	900	0	0.0%
Capital	0	575	575	0	0.0%
TOTAL	263,592	284,745	284,358	(387)	-0.1%

Payroll

ELEMENT COSTS

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	329,732	331,084	334,567	3,483	1.1%
Services	21,104	30,936	30,961	25	0.1%
Supplies	7,318	11,087	11,087	0	0.0%
Other	3,014	2,675	2,675	0	0.0%
Capital	1,201	1,595	875	(720)	-45.1%
TOTAL	362,369	377,377	380,165	2,788	0.7%

TOWN OF BROOKLINE FY2017 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance SUB-PROGRAM: Comptroller

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2014	NUMBER OF POSITIONS FUNDED FY2015	FY2016 SALARY RANGE LOW	FY2016 SALARY RANGE HIGH	FY2016 BUDGET NO.	FY2016 BUDGET AMOUNT	FY2017 RECOMMENDATION NO.	FY2017 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Town Comptroller	D-5	1.00	1.00	97,955	115,387	1.00	108,715	1.00	110,346
	Assistant Comptroller	T-10	1.00	1.00	77,313	87,476	1.00	87,476	1.00	87,476
	Senior Accountant	T-5	1.00	1.00	58,926	66,672	1.00	58,926	1.00	59,975
	Senior Audit Clerk	C-6	1.00	2.00	43,792	45,747	2.00	91,041	2.00	91,494
	Senior Office Assistant	C-5	1.00	0.00	42,327	44,267	0.00	0	0.00	0
	Subtotal		5.00	5.00			5.00	346,158	5.00	349,291
	Other									
513044	Longevity							2,900		2,900
515501	Clothing/Uniform Allowance (In lieu of boots)							700		700
	Subtotal							3,600		3,600
	Total		**5.00**	**5.00**			**5.00**	**349,758**	**5.00**	**352,891**

TOWN OF BROOKLINE FY2017 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance SUB-PROGRAM: Purchasing

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2014	NUMBER OF POSITIONS FUNDED FY2015	FY2016 SALARY RANGE LOW	FY2016 SALARY RANGE HIGH	FY2016 BUDGET NO.	FY2016 BUDGET AMOUNT	FY2017 RECOMMENDATION NO.	FY2017 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Chief Procurement Officer	D-5	1.00	1.00	97,955	115,387	1.00	115,387	1.00	115,387
	Procurement Officer	T-8	1.00	1.00	71,480	80,876	1.00	74,047	1.00	75,365
	Supervisor of Mailing/Printing	GN-6	1.00	1.00	47,511	49,902	1.00	49,902	1.00	49,902
	Buyer/Clerk	C-9	1.00	1.00	48,336	50,334	1.00	49,643	1.00	49,836
	Senior Office Assistant/CT	C-6	0.00	1.00	43,792	45,747	1.00	44,908	1.00	45,101
	Senior Office Assistant	C-5	1.00	0.00	42,327	44,267	0.00	0	0.00	0
	Mail Clerk	GN-1	0.93	0.93	30,140	31,657	0.93	29,441	0.93	29,441
	Subtotal		5.93	5.93			5.93	363,328	5.93	365,032
513044	Longevity Pay							3,597		3,920
515501	Clothing/Uniform Allowance (In lieu of boots)							1,050		1,050
	Subtotal							4,647		4,970
	Total		**5.93**	**5.93**			**5.93**	**367,974**	**5.93**	**370,001**

TOWN OF BROOKLINE FY2017 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance SUB-PROGRAM: Assessing

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2014	NUMBER OF POSITIONS FUNDED FY2015	FY2016 SALARY RANGE LOW	FY2016 SALARY RANGE HIGH	FY2016 BUDGET NO.	FY2016 BUDGET AMOUNT	FY2017 BUDGET NO.	FY2017 BUDGET AMOUNT
510101	Permanent Full Time Salaries									
	Chief Assessor	D-5	1.00	1.00	97,955	115,387	1.00	115,387	1.00	115,387
	Deputy Chief Assessor	T-12	1.00	1.00	85,230	96,434	1.00	96,434	1.00	96,434
	Assessor - Commercial Valuation Director	T-10	1.00	1.00	77,313	87,476	0.00	0	0.00	0
	Assistant Assessor - Residential / Commercial	T-9	1.00	1.00	74,339	84,112	1.00	84,112	1.00	84,112
	Assistant Assessor / Field Appraiser	GN-10	2.80	2.80	62,274	65,408	3.80	245,415	3.80	246,444
	Principal Clerk	C-8	1.00	1.00	46,870	48,855	1.00	48,855	1.00	48,855
	Subtotal		7.80	7.80			7.80	590,202	7.80	591,230
510102	Permanent Part Time Salaries									
	Office Assistant	C-5	0.00	0.00	42,327	44,267	0.49	20,740	0.49	21,055
	Assessor - Board Members (2)					6,000		12,000		12,000
	Subtotal						0.49	32,740	0.49	33,055
	Other									
513044	Longevity Pay							4,760		4,910
515501	Clothing/Uniform Allowance (In Lieu of Boots)							350		350
	Subtotal							5,110		5,260
	Total		**7.80**	**7.80**			**8.29**	**628,052**	**8.29**	**629,545**

TOWN OF BROOKLINE FY2017 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance SUB-PROGRAM: Treasurer - Collector

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2014	NUMBER OF POSITIONS FUNDED FY2015	FY2016 SALARY RANGE LOW	FY2016 SALARY RANGE HIGH	FY2016 BUDGET NO.	FY2016 BUDGET AMOUNT	FY2017 RECOMMENDATION NO.	FY2017 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Director of Finance/Treasurer	D-8	1.00	1.00	123,396	145,354	1.00	145,354	1.00	145,354
	Payroll Director	T-14	1.00	1.00	95,764	108,353	1.00	108,353	1.00	108,353
	Assistant Treasurer	T-7	1.00	1.00	68,731	77,766	1.00	76,406	1.00	77,766
	Assistant Collector	T-7	1.00	1.00	68,731	77,766	1.00	77,766	1.00	77,766
	Payroll Coordinator	T-5	2.00	2.00	57,771	65,364	2.00	126,548	2.00	128,801
	Head Cashier	C-9	1.00	1.00	48,336	50,334	1.00	49,643	1.00	49,836
	Senior Clerk Typist/CT	C-6	1.00	1.00	43,792	45,747	2.00	90,655	2.00	90,847
	Senior Office Assistant/AR	C-5	1.00	1.00	42,327	44,267	1.00	42,970	1.00	44,435
	Senior Office Assistant	C-5	1.00	1.00	42,327	44,267	1.00	43,829	1.00	44,435
	Subtotal		10.00	10.00			11.00	761,524	11.00	767,593
510901	Temporary Part Time Salaries									
	Senior Office Assistant	C-5	0.31	0.31	42,327	44,267	0.00	0	0.00	0
	Clerical Support							17,500		17,500
	Subtotal		0.31	0.31			0.00	17,500	0.00	17,500
	Other									
510300	Regular Overtime							14,140		14,140
513044	Longevity Pay							5,400		4,550
515501	Clothing/Uniform Allowance (In Lieu of Boots)							1,400		1,400
	Subtotal							20,940		20,090
	Total		**10.31**	**10.31**			**11.00**	**799,964**	**11.00**	**805,183**

PROGRAM DESCRIPTION

The Office of Town Counsel handles all litigation and legal affairs including personal injury and property damage cases; all contract drafting; dispute resolution and litigation; administrative hearings and appeals before state and federal agencies; legislative matters involving Town Meetings, including the preparation of articles, votes, and by-law amendments; legal opinions and advice to Town departments and agencies; representation for the School Department, including special education hearings and appeals; and tax abatements, foreclosures, and Appellate Tax Board (ATB) appeals.

The Office of Town Counsel also consults and works with the Town's departments in programs to address and resolve personnel and safety issues before they develop into liability problems for the community.

BUDGET STATEMENT

The FY17 budget increases $109,658 (13.0%), primarily due to an increase in Outside Counsel ($100,000). Personnel increases $8,758 (1.5%) for Steps ($7,483) and Longevity ($1,275). The $100,900 (78%) increase in Services is for General Consulting – Outside Counsel ($100,000) and Copy Equipment ($900).

FY2017 OBJECTIVES

1. To collect on judgments obtained in prior fiscal year(s), including obtaining tax lien payoffs during the period of redemption.
2. To review and amend the Board of Selectmen's designation of special municipal employees.
3. To continue to create and maintain a comprehensive database of Town owned properties including access to relevant Town Meeting votes, deeds; and restrictions.
4. To continue to develop and expand upon staff professional skills and goals to further strengthen office self-sufficiency and to the extent possible, reduce outside counsel expenses.
5. To participate in the negotiation and drafting of a Letter of Intent and Agreement with the USGA for the 2022 United States Open Golf Tournament.

FY2017 OBJECTIVES (Con't.)

6. To obtain favorable outcomes for all outstanding Foreclosure cases.
7. To continue to obtain dismissal(s) and/or summary judgement in civil matters brought against the Town, or to negotiate settlements on terms favorable to the Town.
8. To provide opinions for Town officials as needed.
9. To assist Town Departments in recovering monies owed to the Town for the collection of unpaid fees.
10. To provide legal guidance and support to the Town in response to Chapter 40B developments proposed at Crowninshield Road and elsewhere.
11. To continue efforts toward standardizing Town contracts.
12. To provide legal advice regarding the siting of a proposed ninth Elementary School.
13. To continue to provide training to Town officials, employees, and Board and Commission members in laws and regulations pertaining to Public Records, Open Meeting and Conflicts of Interest.
14. To reach resolution on the Hancock Village Chapter 40B Project.

PROGRAM COSTS - LEGAL SERVICES

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	501,367	598,207	606,965	8,758	1.5%
Services	283,031	129,409	230,309	100,900	78.0%
Supplies	3,466	3,500	3,500	0	0.0%
Other	98,634	112,000	112,000	0	0.0%
Capital	2,819	3,000	3,000	0	0.0%
TOTAL	889,316	846,116	955,774	109,658	13.0%
BENEFITS			277,715		
REVENUE	245	10,000	10,000	0	0.0%

FY2016 ACCOMPLISHMENTS

1. Recovered $1,213,488.40 through Tax Lien Foreclosure, Personal Property Taxes and Chapter 13 Bankruptcy payments.
2. Received Land Court Judgments totaling $117,829.48 for unpaid taxes.
3. Assisted in drafting the Town's License for a Medical Marijuana dispensary.
4. Assisted in the negotiation and drafting of a Host Community Agreement with a Medical Marijuana Dispensary.
5. Assisted in drafting the Brookline Public Schools' amended disciplinary policy.
6. Filled the positions of First Assistant Town Counsel and Assistant Town Counsel.
7. Drafted an easement over MBTA ROW for the Carlton Street footbridge.
8. Worked with the Town's Cemetery Division to continue to adapt procedures for streamlining cemetery buybacks.
9. Continued work with the Treasurer's Office to refine the system for processing foreclosures, personal property taxes and bankruptcies with efficiency to achieve maximum results.
10. Participated in staff Continuing Legal Education sessions to further enhance professional skills.
11. Drafted, negotiated, reviewed, and revised multiple Town contracts; procurement proposal requests; and lease agreements for various Town departments.
12. Drafted and negotiated several leases enabling the School Department to address the overcrowded conditions in the Town's school system.
13. Negotiated solar panel contracts on behalf of the Town.
14. Assisted the Planning and Community Development Department Housing Division in closing loans to create affordable housing units.
15. Recovered over $33,000 from 111F claim settlements.
16. Processed Medical Panel submissions of the retired police and fire fighters medical expenses and worked with the Retirement Board/Department on various related issues.
17. Concluded the Superior Court and Appeals Court litigation in the Hancock Village Chapter 40B Project, and filed an appeal of the Zoning Board's Comprehensive Permit in the Land Court.

TOWN COUNSEL

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2014	ESTIMATE FY2015	ACTUAL FY2015	ESTIMATE FY2016	ESTIMATE FY2017
Disposed Court Cases	56	50	55	50	50
Formal Legal Opinions	27	35	38	25	30
Petitions to Foreclose	24	30	33	30	30
Land Court & Tax Title Cases	19	15	23	20	20
Retirement Cases	1	1	1	1	1
Special Ed. Appeals *	23	27	34	25	30
Appellate Tax Board	3	5	3	5	4
Leases/Ground Leases	5/2	6/2	7/4	6/2	6/3
Zoning Board Appeals	11	12	9	10	10
Personal Injury	7	12	10	8	8
Property Damages	9	15	15	10	12
Civil Service	1	3	2	2	2
Contract cases	1	2	3	2	2
Bankruptcy cases **	19	14	16	14	15
Miscellaneous Lawsuits***	43	50	47	45	45
Housing Projects/Closings	24	40	32	20	20
Contracts Reviewed and Approved (approx.)	271	300	225	250	200
Claim Letters Processed	378	525	435	400	400
Real Estate Tax Foreclosures	$628,330	$200,000	$243,665	$200,000	$200,000
Bankruptcy Petitions	$2,523	$2,000	$3,161	$2,000	$2,000
Mortgage Foreclosures	$0	$5,000	$0	$2,000	$0
Personal Property Taxes	$1,236	$2,000	$1,152	$2,000	$2,000
Property Damages	$41,650	$25,000	$17,621	$30,000	$20,000
Police/Fire 111F claims	$32,647	$15,000	$11,751	$10,000	$5,000
Dollars expended from Liability Fund	$0	$0	$0	$0	$0

* Includes rejected IEPs that were resolved prior to litigation.
** Does not include numerous Notices of Discharge.
*** Category includes: civil rights actions, employment discrimination claims, code enforcement cases, appeals of the denial of gun permits, and actions wherein the Town is the Plaintiff.

TOWN OF BROOKLINE FY2017 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance PROGRAM: Legal Services

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2014	NUMBER OF POSITIONS FUNDED FY2015	FY2016 SALARY RANGE LOW	FY2016 SALARY RANGE HIGH	FY2016 BUDGET NO.	FY2016 BUDGET AMOUNT	FY2017 RECOMMENDATION NO.	FY2017 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Town Counsel	D-8	1.00	1.00	123,369	145,354	1.00	139,004	1.00	141,089
	Associate Town Counsel II	D-5	2.00	1.00	97,955	115,387	1.00	110,346	1.00	112,001
	First Assistant Town Counsel	T-15	0.00	1.00	101,510	114,854	1.00	112,846	1.00	114,854
	Associate Town Counsel I	T-14	1.00	1.00	95,764	108,353	1.00	97,468	1.00	99,203
	Senior Paralegal Secretary	T-5	1.00	1.00	58,926	66,672	1.00	66,672	1.00	66,672
	Paralegal Secretary	C-9	1.00	1.00	49,303	51,341	1.00	51,341	1.00	51,341
	Subtotal		6.00	6.00			6.00	577,677	6.00	585,160
	CDBG Charge-Off							(5,000)		(5,000)
	Net Total		6.00	6.00			6.00	572,677	6.00	580,160
510102	Permanent Part Time Salaries									
	Senior Clerk Typist	C-4	0.53	0.53	40,851	42,806	0.53	22,830	0.53	22,830
	Subtotal		0.53	0.53			0.53	22,830	0.53	22,830
	Other									
513044	Longevity Pay							2,350		3,625
515501	Clothing/Uniform Allowance							350		350
	Subtotal							2,700		3,975
	Total		**6.53**	**6.53**			**6.53**	**598,207**	**6.53**	**606,965**

TOWN OF BROOKLINE FY2017 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 Selectmen 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 FY17 budget represents a $226 (1%) increase for Steps.

FY2017 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."

FY2016 ACCOMPLISHMENTS

1. During FY2015, the full Advisory Committee met 35 times and each of the Advisory Committee Subcommittees separately met numerous more times in addition to capital project site visits.
2. Spent three months reviewing the Town Administrator's Proposed FY 2016 Financial Plan and Capital Improvements Program (CIP) and developing the Advisory Committee's version of the budget for FY 2016, including much discussion of potential budget recommendations if Brookline voters did not approve the May 2015 override. 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, including recommendations for changes in the way that budget is presented, and descriptions of the numerous construction/renovation projects included in the CIP.
3. Prepared and presented to Town Meeting comprehensive reports on a number of complicated warrant articles and financial considerations. Topics included snow and ice removal, limiting the sale and distribution of bottled water on Town property and the purchase of bottled water with Town funds, a variety of zoning issues, including the definition of "habitable space," and restricting the operation of leaf blowers.
4. 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.
5. Members of the Advisory Committee participated on committees appointed by the Board of Selectmen and others, including the Override Study Committee, the Devotion School Building Committee, the Town Administrator's Task Force on Sidewalk Snow Removal, the Noise By-law Review Committee, and the Design Advisory Team for 111 Boylston Street.
6. Members also served on several standing Town committees, commissions, and boards, including the Commission for the Arts, Economic Development Advisory Board, Martin Luther King Celebration Committee, Licensing Review Committee, Zoning By-Law Review Committee, Town/School Partnership, Naming Committee, and Audit Committee.

PROGRAM COSTS - ADVISORY COMMITTEE

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	10,314	21,865	22,090	226	1.0%
Services	0	0	0	0	0.0%
Supplies	2,049	2,275	2,275	0	0.0%
Other	378	570	570	0	0.0%
Capital	279	295	295	0	0.0%
TOTAL	13,021	25,005	25,230	226	0.9%
BENEFITS					
REVENUE	0	0	0	0	0.0%

TOWN OF BROOKLINE FY2017 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance PROGRAM: Advisory Committee

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2016 SALARY RANGE		FY2016 BUDGET		FY2017 RECOMMENDATION	
			FY2014	FY2015	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510102	Permanent Part Time Salaries									
	Executive Assistant	C-10	0.35	0.40	52,948	55,204	0.40	21,865	0.40	22,090
	Total		**0.35**	**0.40**			**0.40**	**21,865**	**0.40**	**22,090**

TOWN OF BROOKLINE FY2017 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 FY17 budget reflects a $73,055 (11.9%) increase. This is due primarily to the fact that there will be three elections in CY16 compared to one in CY15.

Personnel increases $53,000 (10.5%) due to increases in Election Workers ($70,000) and Overtime ($5,000), partially offset by an increase in the charge off to the state grant for election expenses ($22,000).

Services increase $16,000 (17.7%) for Motor Vehicle/Equipment Rental ($2,200), Professional/Technical ($12,300), and Advertising ($3,000). Credit Card Service Charges decreased by ($1,500). The increase in Supplies ($3,975; 27.3%) is in Meals and Receptions for election meals, reflecting additional elections.

The $80 (6.7%) increase in Capital reflects the increase in the costs for Leased Computers

PROGRAM COSTS - TOWN CLERK

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	546,898	504,692	557,692	53,000	10.5%
Services	77,887	90,172	106,172	16,000	17.7%
Supplies	11,830	14,550	18,525	3,975	27.3%
Other	1,361	2,450	2,450	0	0.0%
Capital	7,487	1,200	1,280	80	6.7%
TOTAL	645,463	613,064	686,119	73,055	11.9%
BENEFITS			218,225		
REVENUE	203,506	180,200	190,200	10,000	5.5%

FY2017 OBJECTIVES

1. To delete all inactive voters who have been continuously inactive for 2 successive federal elections.
2. To post the Attorney General's Municipal Law Unit's approval of the General and Zoning By-laws that were taken at the November 17, 2015 Special Town Meeting.
3. To update the General By-Laws on the Town's website based upon the approval of the actions taken at the November 17, 2015 Special Town Meeting by the Attorney General's Municipal Law Unit.
4. To notify the affected Town departments based on the General and Zoning By-Law changes taken at the November 17, 2015 Special Town Meeting.
5. To receive, file and post 2015 Year-End Campaign Finance reports for all local candidates and committees.
6. To distribute, collect and record the 2016 Annual Street List.
7. To administer, record and certify the actions taken at the November 2016 Special Town Meeting.
8. Certify and transmit all General and Zoning By-Laws, passed at the November 2016 Annual Town Meeting to the Office of the Attorney General's Municipal Law Unit for review and approval.
9. Certify and transmit all authorizations to borrow to the Department of Revenue's Local Services Division, passed at the November 2016 Special Town Meeting.
10. To Mail absentee ballot applications to all certified physically disabled voters.
11. To certify nomination papers for all town-wide and Town Meeting offices for the May 2017 Annual Town Election.
12. To destroy all ballots and election materials from the May 5, 2015 Annual Town Election.
13. To conduct voter registration sessions for the May 2017 Annual Town Election.
14. To transmit to the Elections Division of the Office of the Secretary of the Commonwealth the certification of the computer tabulating program for the May 2017 Annual Town Election.
15. To receive, file and post 8 day Pre-Election Campaign Finance Reports for local candidates and committees for the May 2017 Annual Town Election.
16. To administer, record and certify the results of the May 2017 Annual Town Election.
17. To update the Town Web-site's List of Town Meeting Members based upon the results of the May 2017 Annual Town Election.
18. To transmit a certified list of newly elected Town Officers to the Elections Division of the Office of the Secretary of the Commonwealth, based upon the final results of the May 2017 Annual Town Election.
19. To transmit certified results of the election of the Brookline Housing Commissioner to the Commonwealth of Massachusetts' Department of Housing and Community Development, based upon the final results of the May 2017 Annual Town Election.
20. To receive, file and post 30 day Post-Election Campaign Finance Reports for local candidates and committees for the May 2017 Annual Town Election.
21. To administer record and certify the actions taken at the May 2017 Annual Town Meeting.

FY2017 OBJECTIVES (Con't.)

22. To certify and transmit all General and Zoning By-Laws, passed at the May 2017 Annual Town Meeting to the Office of the Attorney General's Municipal Law Unit for review and approval.
23. To certify and transmit all authorizations to borrow to the Department of Revenue's Local Services Division taken at the May 2017 Annual Town Meeting.
24. To publish the List of Persons 17 Years of Age and Older.
25. To publish the 2016-2017 List of Elected Officers, Advisory Committee Members, Committee on Town Organization and Structure and Executive Officers of the Town Meeting Members Association.
26. To inactivate all voters who did not respond to the 2016 Annual Street List.
27. To generate, print and mail Confirmation Notices for all Inactive Voter/Non-Respondents to the 2016 Annual Street List.
28. To delete and notify all in-active voters, eligible to be deleted for being inactive for 2 successive Federal Elections or 22 months.
29. To certify and attest to Bond Counsel regarding all authorizations to borrow passed at the May 2017 Annual Town Meeting.
30. To update the General By-Laws on the Town's website based upon the approval of the actions taken at the May 2017 Annual Town Meeting by the Attorney General's Municipal Law Unit.
31. To post the Attorney General's Municipal Law Unit's approval of the General and Zoning By-laws, passed at the May 2017 Annual Town Meeting.
32. To notify the affected Town departments based on the General and Zoning By-Law changes taken at the May 2017 Annual Town Meeting.
33. To conduct three voter registration sessions for the September 20, 2016 State Primary.
34. To destroy all ballots and election materials from the September 9, 2014 State Primary.
35. To transmit to the Elections Division of the Office of the Secretary of the Commonwealth the certification of the computer tabulating program for the September 20, 2016 State Primary.
36. To administer, record and certify the results of the September 26, 2016 State Primary.
37. To transmit certified results, to the Elections Division of the Office of the Secretary of the Commonwealth, based upon the final results of the September 20, 2016 State Primary.
38. To conduct three voter registration sessions for the November 8, 2016 State Election.
39. To transmit to the Elections Division of the Office of the Secretary of the Commonwealth the certification of the computer tabulating program for the November 8, 2016 State Election.
40. To destroy all ballots and election materials from the November 4, 2014 State Election.
41. To administer, record and certify the results of the November 8, 2016 State Election.
42. To transmit certified results, to the Elections Division of the Office of the Secretary of the Commonwealth, based upon the final results of the November 8, 32016 State Election.
43. To mail out Dog License renewals for 2017.
44. To mail out notices for all 2016 Year End Campaign Finance Reports for all local candidates and committees.

FY2016 ACCOMPLISHMENTS

1. Mailed 3,200 Dog licensing and Green Dog Licensing renewals for 2016.
2. Received and filed 2015 Year End campaign finance reports for all local candidates and committees.
3. Distributed, collected and recorded the 2015 Annual Street List.
4. Mailed absentee ballot applications to all of the 41 certified physically disabled voters.
5. Updated the General By-Laws on the Town's website based upon the approval of the actions taken at the November 18, 2014 Special Town Meeting by the Attorney General's Municipal Law Unit.
6. Posted the Attorney General's Municipal Law Unit's approval of the actions taken at the November 18, 2014 Special Town Meeting.
7. Notified affected Town Departments of the Attorney General's Municipal Law Unit's approval of the actions taken at the November 18, 2014 Special Town Meeting.
8. Certified 656 signatures for all town-wide and Town Meeting office nomination papers for the May 5, 2015 Annual Town Election.
9. Transmitted to the Elections Division of the Office of the Secretary of the Commonwealth certification of the Test Deck tabulation programming for the May 5, 2015 Annual Town Election.
10. Destroyed all ballots and election materials from the May 6, 2014 Annual Town Election.
11. Conducted 6 voter registration sessions for the May 5, 2015 Annual Town Election.
12. Received and filed all Pre-Election campaign finance reports for local candidates and committees for the May 5, 2015 Annual Town Election.
13. Administered, recorded and certified the results of the May 5, 2015 Annual Town Election.
14. Updated the Town Web-site's List of Town Meeting Members based upon the results of the May 5, 2015 Annual Town Election.
15. Transmitted a certified list of newly elected Town Officers to the Elections Division of the Office of the Secretary of the Commonwealth, based upon the final results of the May 5, 2015 Annual Town Election.
16. Transmitted certified votes of two Proposition 2 ½ questions to the Commonwealth of Massachusetts' Department of Revenue, based upon the final results of the May 5, 2015 Annual Town Election.
17. Transmitted certified results of the election of the Brookline Housing Commissioner to the Commonwealth of Massachusetts' Department of Housing and Community Development, based upon the final results of the May 5, 2015 Annual Town Election.
18. Received and filed all Post-Election campaign finance reports for local candidates and committees for the May 6, 2014 Annual Town Election.
19. Administered, recorded and certified the actions taken at the May 26, 2015 Annual Town Meeting

FY2016 ACCOMPLISHMENTS (Con't.)

20. Certified and transmitted all General and Zoning By-Laws, passed at the May 26, 2015 Annual Town Meeting to the Office of the Attorney General's Municipal Law Unit for review and approval.
21. Certified and transmitted all authorizations to borrow to the Commonwealth of Massachusetts' Department of Revenue's Local Services Division that were taken at the May 26, 2015 Annual Town Meeting.
22. Certified and attested to Bond Counsel regarding all authorizations to borrow passed at the May 26, 2015 Annual Town Meeting.
23. Inactivated all voters who did not respond to the 2015 Annual Street List.
24. Generated, printed and mailed 8,709 Confirmation Notices to all recently Inactivated Voters who did not respond to the 2015 Annual Street List.
25. Published the List of Persons 17 Years of Age and Older.
26. Published the 2015-2016 List of Elected Officers, Advisory Committee Members, Committee on Town Organization and Structure and Executive Officers of the Town Meeting Members Association.
27. Posted the Attorney General's Municipal Law Unit's approval of the General and Zoning By-laws, passed at the May 26, 2015 Annual Town Meeting.
28. Administered, recorded and certified the actions taken at the November 17, 2015 Special Town Meeting.
29. Certified and transmitted all General and Zoning By-Laws, passed at the November 17, 2015 Special Town Meeting to the Office of the Attorney General's Municipal Law Unit for review and approval.
30. Certified and transmitted all authorizations to borrow to the Department of Revenue's Local Services Division, taken at the November 17, 2015 Special Town Meeting.
31. Certified all State and Town Committee nomination papers for the March 1, 2016 Presidential Preference Primary.
32. Certified all Ballot Question petitions for the November 1, 2016 State Election.
33. Deleted 2,853 residents who were multiple year non-respondents to the Annual Street List.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2014	ESTIMATE FY2015	ACTUAL FY2015	ESTIMATE FY2016	ESTIMATE FY2017
Performance:					
% of Eligible Registered Voters Participating (average)	22.1%	29.7%	30.0%	36.0%	29%
% Rate of Return for Census Forms	54.0%	65.0%	61.0%	70.0%	65%
Hours Election Workers Trained	18	9	18	6	20
Workload:					
Total Elections	2	3	3	2	3
Total Residents as determined by Town Census Respondents	48,430	50,500	42,814	52,000	45,000
Registered Voters	38,613	32,500	33,645	33,500	35,000
Inactive Voters	12,349	7,500	9,861	8,000	9,500
Marriage Intentions	415	420	370	425	395
Dog Licenses	2,687	2,650	2,717	2,700	2,725
Green Dog Licenses	1,391	1,400	1,534	1,405	1,565
Business Certificates	230	235	172	240	200
Other	3,586	3,450	3,663	3,500	3,680

PERFORMANCE / WORKLOAD INDICATORS (con't.)

	ACTUAL FY2014	ESTIMATE FY2015	ACTUAL FY2015	ESTIMATE FY2016	ESTIMATE FY2017
Voters Registered	2,412	1,250	3,067	1,750	4,500
Party/Address/All Changes	4,714	3,000	5,237	3,500	4,750
Voters Inactivated	4,714	3,850	8,709	3,850	5,000
Voters Deleted	1,345	5,750	7,485	3,500	7,000

TOWN OF BROOKLINE FY2017 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance PROGRAM: Town Clerk

SUMMARY OF SUB-PROGRAM COSTS

SUB-PROGRAMS	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Public Records	275,717	340,322	338,901	(1,420)	-0.4%
Elections	230,730	171,253	245,728	74,475	43.5%
Voter Registration	139,017	101,489	101,489	0	0.0%
TOTAL EXPENSES	645,463	613,064	686,119	73,055	11.9%

Public Records

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	262,584	316,920	316,919	(0)	0.0%
Services	9,880	20,302	18,802	(1,500)	-7.4%
Supplies	214	2,000	2,000	0	0.0%
Other	634	500	500	0	0.0%
Capital	2,405	600	680	80	13.3%
TOTAL	275,717	340,322	338,901	(1,420)	-0.4%

Elections

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	174,740	129,000	182,000	53,000	41.1%
Services	39,568	31,703	49,203	17,500	55.2%
Supplies	11,617	10,550	14,525	3,975	37.7%
Other	0	0	0	0	0.0%
Capital	4,806	0	0	0	0.0%
TOTAL	230,730	171,253	245,728	74,475	43.5%

Voter Registration

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	109,575	58,772	58,772	0	0.0%
Services	28,439	38,167	38,167	0	0.0%
Supplies	0	2,000	2,000	0	0.0%
Other	727	1,950	1,950	0	0.0%
Capital	276	600	600	0	0.0%
TOTAL	139,017	101,489	101,489	0	0.0%

TOWN OF BROOKLINE FY2017 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance PROGRAM: Town Clerk

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2014	NUMBER OF POSITIONS FUNDED FY2015	FY2016 SALARY RANGE LOW	FY2016 SALARY RANGE HIGH	FY2016 BUDGET NO.	FY2016 BUDGET AMOUNT	FY2017 RECOMMENDATION NO.	FY2017 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Town Clerk	D-4	1.00	1.00	89,867	105,859	1.00	105,859	1.00	105,859
	Assistant Town Clerk	T-10	1.00	1.00	77,313	87,476	1.00	87,476	1.00	87,476
	Administrative Assistant	C-8	1.00	1.00	46,870	48,855	1.00	47,513	1.00	47,513
	Principal Clerk	C-7	1.00	1.00	44,986	46,953	1.00	46,953	1.00	46,953
	Senior Clerk Typist (ZBA)	C-6	1.00	0.00	43,792	45,747	0.00	0	0.00	0
	Senior Clerk Typist	C-6	1.00	1.50	43,792	45,747	1.50	66,653	1.50	66,652
	Subtotal		6.00	5.50			5.50	354,454	5.50	354,454
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							140,000		210,000
	Census Workers							3,500		3,500
	Subtotal							143,500		213,500
510901	Temporary Part Time Salaries									
	Town Meeting							2,500		2,500
	Subtotal							2,500		2,500
	Other									
510300	Regular Overtime							4,338		9,338
513044	Longevity Pay							3,350		3,350
514501	Town Clerk Zoning Board of Appeals (Stipend)							2,000		2,000
515501	Clothing/Uniform Allowance (In lieu of boots)							1,050		1,050
	Subtotal							10,738		15,738
	Chargeoff to State Grant							(11,000)		(33,000)
	Total		**6.00**	**5.50**			**5.50**	**504,692**	**5.50**	**557,692**

TOWN OF BROOKLINE FY2017 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 FY17 budget reflects an increase of $744 (0.1%). Personnel will increase $4,244 (0.5%), due to an increase in Steps ($5,092) and a decrease in Longevity ($848). The decrease in Services ($1,000, 5%) is for Credit Card Service Charges ($1,000).

The $2,500 (43.9%) decrease in Capital reflects the removal of funds used for a folding machine that was purchased in FY16.

PROGRAM COSTS - PLANNING AND COMMUNITY DEVELOPMENT

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	758,244	773,014	777,259	4,244	0.5%
Services	83,568	20,193	19,193	(1,000)	-5.0%
Supplies	5,149	9,712	9,712	0	0.0%
Other	1,851	4,550	4,550	0	0.0%
Capital	2,437	5,700	3,200	(2,500)	-43.9%
TOTAL	851,249	813,169	813,914	744	0.1%
BENEFITS			561,390		
REVENUE	31,447	12,000	12,000	0	0.0%

FY2017 OBJECTIVES

Planning and Administration

1. To administer $1.6 million in federal Community Development Block Grant (CDBG) and HOME funds, providing oversight and technical assistance to more than twenty federally-funded program activities and projects.
2. To advocate for the Town's interests by participating in the WestMetro HOME consortium, the Brookline-Newton-Waltham-Watertown Continuum of Care, the Metropolitan Area Planning Council, the Hubway Advisory Committee, the Boston Metropolitan Planning Organization and the National Community Development Association.
3. To continue and ultimately expand the Hubway regional bike share system in Brookline by collaborating with Motivate International, Inc. and the Cities of Boston, Cambridge and Somerville as the parties seek to transition the system to a privatized model.
4. To work with the Department of Public Works in furthering the Gateway East Project beyond 25% design and coordinating it with other public and private development projects within the area.
5. To continue to provide administrative and professional staff support to the Planning Board and Zoning Board of Appeals in order to effectively apply the Zoning and Subdivision Control by-laws, improve the regulatory process, and elevate transparency related to zoning processes and projects.
6. To continue to identify improvements to the Zoning By-law and develop proposed amendments for Town Meeting approval.
7. To work with other municipal departments to coordinate a seamless transition from GeoTMS to Accela (software permitting programs) in order to advance coordination of recordkeeping relative to land use and transparency.
8. To continue to identify and explore potential Geographic Information Systems (GIS) mapping tools to provide residents with up-to-date information on the status of decisions and designations and to facilitate planning and preservation projects.
9. To continue to provide a high quality of professional support to all regulators of and participants in the demolition, Local Historic District (LHD) and Neighborhood Conservation District (NCD) processes, including the Preservation Commission, NCD Commission, and property owners interested in exploring the possible designation of additional LHDs and/or NCDs.
10. To continue to review plans for the rehabilitation/stabilization of the Town's cultural resources, including aluminum street signs, the Old Burying Ground, the Devotion House, Devotion School, Putterham School, Fisher Hill Park and Gatehouse, Brookline Reservoir Gatehouse and Park, Walnut Street Cemetery, Larz Anderson Park and the Riverway/Olmsted Park.
11. To continue to coordinate the archiving and disseminating information relative to the visual resources held by the Department.
12. To update Preservation website for National Register and survey information.
13. To cooperate with other local groups in promoting the available incentives and opportunities for installing renewable energy facilities, participating in community solar programs, and increasing energy efficiency for private buildings.

FY2017 OBJECTIVES (Con't.)

Planning and Administration (Con't.)

14. To identify and pursue, with the assistance of other municipal departments, energy efficiency improvement and funding opportunities for municipal buildings.
15. To assist with the development of solar facilities, including managing grants and permitting processes, as needed, on appropriate Town-owned property.
16. To initiate a planning process for a climate vulnerability assessment focused on the risks to local resources from climate change.
17. To redirect staff resources to long-term planning initiatives while retaining current responsibilities.
18. To complete the Strategic Asset Plan in order to develop a better understanding of the Town's facilities to respond to current and projected needs for municipal services and programs.
19. To undertake the Major Parcel Study to create a plan for the future of major private parcels as well as underutilized municipal parcels in order to respond to the needs identified in the Strategic Asset Plan.
20. To continue to explore long term planning projects that maintain and promote the quality of life for Brookline residents.

Housing

1. To use CDBG funds to maintain and expand the Town's commitment to respond to the needs of the town's most vulnerable populations.
2. To create new affordable housing units and to preserve and improve existing affordable units using public resources to leverage private investment.
3. To pursue safe harbor status under MGL 40B to protect the Town from affordable housing developments that do not incorporate sound planning principles or address the Town's land use objectives.

Economic Development

1. To work with a Selectmen-appointed committee to complete a reconfiguration study of the Centre Street East Parking Lot and Harvard Street (Beacon to Stedman) to accommodate all modes of travel while providing opportunities for public space and developing solar infrastructure on municipal property.
2. To work with a Selectmen-appointed committee to examine a potential rezoning of the Industrial Zone between River Road and Brookline Avenue in Brookline Village.
3. To continue to identify and facilitate appropriate new development and redevelopment to strengthen and expand the tax base.
4. To implement a signage plan consisting of fabricating and installing updated wayfinding signage to direct visitors to cultural institutions.

FY2017 OBJECTIVES (Con't.)

Economic Development (Con't.)

1. To construct, in partnership with the Parks and Open Space Division of the Department of Public Works, streetscape improvements at Hickey Triangle in Brookline Village.
2. In partnership with an academic partner to be identified by the State's Compact Community Grant process, implement recommendations related to a Work Force Development Gap Analysis.
3. To continue to identify technical and financial support resources for cultural institutions and events which build community capital and/or create "visitor stickiness" in our commercial areas.

FY2016 ACCOMPLISHMENTS

Planning and Administration

4. Continued to work with the public and Massachusetts Department of Transportation to move 25% design plans for the Village Square/Gateway East project toward 75% design involving extensive coordination.
5. Assisted DPW in demolishing the Route 9 footbridge in order to prepare the area for Gateway East.
6. Managed federal grants, operations and expansion of Hubway, the regional bike share program, including working with the Selectmen-appointed Hubway Advisory Committee to review system operations and develop strategies for continued operations of Hubway in Brookline.
7. Participated in discussions with the Cities of Boston, Cambridge, Somerville and Motivate (the Hubway system's new operator) as the system looks to move toward a privatization model.
8. Continued to provide staff support to the Planning Board and the Board of Appeals.
9. Responded to questions and concerns of property owners, abutters and other interested parties and explained Brookline's land use regulatory system.
10. Provided technical assistance and professional guidance to the Planning Board's Design Advisory Teams for various projects including the proposed development at the Audi Brookline site on Boylston Street.
11. Monitored plans for the rehabilitation/stabilization of the Town's cultural resources, including aluminum street signs, the Devotion House and Devotion School, Putterham School, Fisher Hill Park and Gatehouse, Brookline Reservoir Gatehouse and Park, Walnut Street Cemetery and the Riverway/Olmsted Park.
12. Assisted in completion of installation of windows and door to complement the rehabilitation of the Fisher Hill Gatehouse, with a $60,000 matching MPPG grant (additional $20,000).
13. While working with the Climate Action Committee, other municipal departments, and multiple Greater Boston municipalities, developed initial steps to create a climate vulnerability assessment to inform future climate resilience strategies.
14. Provided staff support to the School Committee in its efforts to identify a site for a potential ninth elementary school in order to respond to increasing school enrollments and evolving educational processes.

FY2016 ACCOMPLISHMENTS (Con't.)

Planning and Administration (Con't.)

15. Furthered the development of solar PV facilities on municipal buildings and properties, in cooperation with other municipal departments.
16. Obtained a $240,000 Green Communities grant to install energy efficiency improvements in municipal properties.
17. Worked with DPW and the Complete Streets Task Force to draft a Policy to promote the development and maintenance of public ways for motorists, bicyclists and pedestrians.
18. Hired a consultant to undertake the Strategic Asset Plan to systematically identify the capacity of municipal resources to respond to needs within the community for programs and services.

Housing

1. Helped modify a proposed 40B project at 21 Crowninshield Road by working with the development team, Planning Board appointed design team, and the neighborhood.
2. In conjunction with other municipal departments and committees, assisted with the development of new regulations for habitable space, gross floor area, and other related aspects of the Zoning By-law.
3. Revised NCD Rules and Regulations for the Commission and the Greater Toxteth Neighborhood NCD.
4. Obtained National Historic Landmark status for the Reservoir Gatehouse and Park.
5. Coordinated establishment of eighth Local Historic District, Crowninshield LHD.
6. Oversaw contracts, grant administration and financial management of over twenty new and ongoing CDBG-funded programs.
7. Facilitated the resale of existing affordable housing units; oversaw participant selection, lottery and closing for seven of the Town's deed-restricted units.
8. Worked with Pine Street Inn to close in on financing and oversee the use of Town-controlled funding for the gut rehabilitation of two lodging house properties on Beals Street as they are renovated into affordable Single Room Occupancy units with cooking facilities.
9. Continued negotiations with Winn Development to protect its current low and moderate income tenants and to preserve subsidized units within Village Way.
10. Worked with the Brookline Housing Authority to oversee the use of HOME, Housing Trust and State-controlled resources for continued development of 32 units of affordable housing on Dummer Street.
11. Analyzed obstacles to fair housing and worked with other municipal departments on reassessing the Town's strategies for advancing fair housing in Brookline, as required every five years by the federal Office of Housing and Urban Development (HUD).
12. Worked with the Housing Advisory Board and the Planning Board to prepare a Housing Production Plan, consistent with the safe-harbor provisions provided by MGL 40B; worked to develop a consortium of communities to effect adjustments to the MGL 40B regulations.
13. Applied for a $15,000 State PATH grant to be used toward the completion of a Housing Production Plan

FY2016 ACCOMPLISHMENTS (Con't.)

Economic Development

1. Assisted the Regulatory Division, Building Department and Board of Selectmen during the construction phase of the hotel at 111 Boylston Street, Brookline Place, and the former Circle Cinema site.
2. Assisted the Regulatory Division with commercial sign and façade review permitting.
3. Assisted with technical and financial resources towards preservation and restoration efforts of the Arcade Building façade.
4. Continued to administer the Town's façade loan program.
5. Completed a Route 9 East Planning Study with MIT graduate students to identify opportunities for improving the aesthetic and functional qualities of the Route 9/Cypress Street area.
6. Assisted with the Hubway regional partnership operations and agreement negotiations.
7. Awarded Community Compact Grant in order to undertake a Brookline Work Force Gap Assessment.
8. Secured an Arts and Planning Grant from the Metropolitan Area Planning Council to foster urban vitality through support for arts and culture and civic engagement, including opportunities for artists and creative businesses.
9. Piloted a successful café seating program in Brookline for additional seating open to the general public.
10. Piloted a successful temporary public art program associated with ArtsBrookline.
11. Assisted the Economic Development Advisory Board in a series of workshops, "Planning for a Changing Brookline."
12. Created uniform design standards and sign program for cultural institution wayfinding signage.
13. Completed conceptual design for commercial streetscape improvements for Hickey Triangle in Brookline Village.
14. Provided technical and financial assistance to help launch the first annual Brookline Village Day.
15. Transferred First Light Festival fundraising and overall coordination to Steering Committee.
16. In collaboration with Parks and Open Space and the North Brookline Garden Club, led "Coolidge Corner Blooms" district cleanup/beautification initiative.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2014	ESTIMATE FY2015	ACTUAL FY2015	ESTIMATE FY2016	ESTIMATE FY2017
CDBG Value (millions)	$1.33	$1.15	$1.33	$1.20	$1.35
CDBG Programs	14	14	15	15	15
New Housing Program Income (in millions)					
HOME Funds	$0.2	$0.2	$0.2	$0.2	$0.2
Housing Trust	$0.5	$0.2	$0.2	$0.2	$0.2
CDBG (included in above)	$0.3	$0.2	$0.3	$0.2	$0.2
New/Newly Affordable Units Underway					
HOME/Housing Trust/CDBG	56	15	0	32	31
Inclusionary zoning	7	3	0	6	3
Developer/Owner/Homebuyer Assistance Provided (in millions) for new or newly affordable units					
HOME Funds	$1.1	$0.2	$0.3	$0.2	$0.2
Housing Trust	$2.7	$0.5	$0.2	$0.2	$0.2
CDBG	$0.6	$0.2	$0.3	$0.2	$0.2
New and/or Newly Affordable Units					
HOME/Housing Trust/CDBG	24	32	0	32	31
Inclusionary zoning	7	3	0	3	3
Affordable Housing Preservation					
Ownership housing resales	3	4	6	7	5
Rental unit renovation	145	100	277	353	100
Zoning Caseload					
Board of Appeals/Planning Board	96	98	75	85	85
Signs, Facades, Antennas	65	70	70	75	80

PERFORMANCE / WORKLOAD INDICATORS (con't.)

	ACTUAL FY2014	ESTIMATE FY2015	ACTUAL FY2015	ESTIMATE FY2016	ESTIMATE FY2017
Demolition Permits	43	45	54	46	48
Historic District Cases	123	125	131	127	132
Neighborhood Conservation District (NCD) Cases	1	5	3	6	8
New NCD Investigations/Designations	0	4	1	2	2
Existing Businesses Assisted	26	15	11	15	10
New Businesses Assisted	17	10	15	10	10
Opened Storefronts	3	3	9	6	3
EDAB Projects under permitting/construction	3	3	3	4	4
# Façade Loans Granted	1	2	1	1	1
Active Façade Loans	4		4	4	4
Storefront Retail Vacancy Rates	7.9%	6.0%	9.2%	8.6%	8.6%
Regional Vacancy Rates	6.5%	5.0%	9.0%	7.8%	7.8%
Meals Tax per Restaurant	$7,091	$7,333	$7,158	$7,100	$7,100
Hotel Excise Tax per Room	$2,398	$2,466	$2,562	$2,480	$1,984
EDAB-Sponsored Projects Tax Yield:*	$1,770,430	$1,815,716		$1,911,109	

*FY15 figures assume a 2.5% growth in the tax bill.

** Does not include approximately $575,000 from additional state hotel excise tax.

TOWN OF BROOKLINE FY2017 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance PROGRAM: Planning and Community Development

SUMMARY OF SUB-PROGRAM COSTS

SUB-PROGRAMS	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Planning & Admin	585,011	604,797	603,837	(960)	-0.2%
Housing	90,770	29,733	30,243	510	1.7%
Economic Development	175,469	178,639	179,833	1,195	0.7%
TOTAL	851,249	813,170	813,914	744	0.1%

Planning and Administration

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	500,626	577,907	580,447	2,540	0.4%
Services	76,463	11,238	10,238	(1,000)	-8.9%
Supplies	5,149	7,412	7,412	0	0.0%
Other	1,366	4,200	4,200	0	0.0%
Capital	1,407	4,040	1,540	(2,500)	-61.9%
TOTAL	585,011	604,797	603,837	(960)	-0.2%

Economic Development

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	167,984	169,319	170,513	1,195	0.7%
Services	7,000	8,100	8,100	0	0.0%
Supplies	0	510	510	0	0.0%
Other	485	150	150	0	0.0%
Capital	0	560	560	0	0.0%
TOTAL	175,469	178,639	179,833	1,195	0.7%

Housing

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	89,634	25,788	26,298	510	2.0%
Services	105	855	855	0	0.0%
Supplies	0	1,790	1,790	0	0.0%
Other	0	200	200	0	0.0%
Capital	1,031	1,100	1,100	0	0.0%
TOTAL	90,770	29,733	30,243	510	1.7%

TOWN OF BROOKLINE FY2017 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance PROGRAM: Planning and Community Development

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2016 SALARY RANGE		FY2016 BUDGET		FY2017 RECOMMENDATION	
			FY2014	FY2015	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Planning & Community Devel. Dir.	D-7	1.00	1.00	114,255	134,587	1.00	123,085	1.00	124,932
	Economic Development Officer	T-13	1.00	1.00	90,343	102,220	1.00	102,220	1.00	102,220
	Assistant Director-Community Planning	T-11	1.00	1.00	80,405	90,975	1.00	90,975	1.00	90,975
	Assistant Director-Regulatory Planning	T-11	1.00	1.00	80,405	90,975	1.00	90,975	1.00	90,975
	Housing Development Manager	T-9	1.00	0.00	72,882	82,462	0.00	0	0.00	0
	CD Administrator	T-8	1.00	1.00	71,480	80,876	1.00	80,876	1.00	80,876
	Preservation Planner	T-6	1.00	1.00	63,640	72,006	2.00	137,931	2.00	139,104
	Economic Development Planner	T-6	1.00	1.00	63,640	72,006	1.00	67,099	1.00	68,293
	Housing Project Planner	GN-11	1.80	2.00	66,548	69,897	2.00	139,794	2.00	139,794
	Senior Planner	GN-13	1.00	1.00	71,458	75,053	1.00	75,053	1.00	75,053
	Planner	GN-10	1.00	1.00	61,053	64,125	1.00	61,053	1.00	62,061
	Administrative Head Clerk	C-10	1.00	1.00	52,948	55,204	1.00	55,204	1.00	55,204
	Zoning Administrative Assistant	C-9	0.00	1.00	48,336	50,334	1.00	49,451	1.00	49,643
	Senior Office Assistant	C-5	0.00	1.00	42,327	44,267	1.00	43,443	1.00	43,636
	CD Secretary	C-4	1.00	0.00	40,049	41,967	0.00	0	0.00	0
	Subtotal		13.80	14.00			15.00	1,117,161	15.00	1,122,767
	CD Admin Reimbursement							(155,003)		(155,332)
	CD Programs Reimbursement							(197,590)		(197,775)
	HOME Funds Reimbursement							(16,000)		(16,000)
	Net Subtotal		13.80	14.00			15.00	748,568	15.00	753,660
510102	Permanent Part Time Salaries									
	Preservation Planner	T-6	0.80	0.80	62,392	70,594	0.00	0	0.00	0
	CD Intern		0.40	0.40			0.40	9,197	0.40	9,197
	CD Fiscal Assistant	C-10	0.00	0.49	52,948	55,204	0.49	27,245	0.49	27,245
	Chair Board of Appeals (1)							3,550		3,550
	Members Board of Appeals (2)							7,550		7,550
	Subtotal							47,542		**47,542**
	CD Admin Reimbursement							(36,442)		(36,442)
	EECBG Reimbursement									
	Net Subtotal		1.20	1.69			0.89	11,100	0.89	11,100
	Other									
510300	Regular Overtime							8,113		8,113
513044	Longevity Pay							7,696		6,885
515501	Clothing/Uniform Allowance (In Lieu of Boots)							1,400		1,400
	Subtotal							17,209		16,398
	CD Admin Reimbursement							(1,750)		(1,675)
	CD Programs Reimbursement							(2,113)		(2,225)
	Net Subtotal							13,346		12,498
	Total		**15.00**	**15.69**			**15.89**	**773,014**	**15.89**	**777,259**

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 FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	14,653,304	15,158,031	15,220,611	62,580	0.4%
Services	492,675	515,744	555,403	39,659	7.7%
Supplies	209,459	221,750	217,250	(4,500)	-2.0%
Other	61,045	69,000	69,000	0	0.0%
Utilities	378,004	342,137	284,766	(57,371)	-16.8%
Capital	465,540	462,944	447,644	(15,300)	-3.3%
TOTAL	16,260,029	16,769,605	16,794,674	25,069	0.1%
BENEFITS			7,973,349		
REVENUE	8,733,061	8,822,000	9,569,000	747,000	8.5%

TOWN OF BROOKLINE FY2017 PROGRAM BUDGET	PROGRAM GROUP: Public Safety PROGRAM: Police

BUDGET STATEMENT

The FY17 budget represents a modest $25,069 (0.1%) increase driven by salary increases and Services. Personnel increases $62,581 (0.4%), which includes an increase to Steps ($58,710), Shift Differential ($4,735), Lag Time ($8,812), and EMT Pay ($2,000). There were also decreases in Personnel in Longevity ($950) and Enhanced Longevity ($10,727).

Services increase $39,659 (7.7%) and include increases for Data Processing Equipment Repair and Maintenance ($6,000), Computer Software Repair and Maintenance ($34,159), Communications Equipment Repair ($2,500), Telecom ($2,000), and Online Transaction Convenience Fee ($7,000). These increases are partially offset by decreases in Credit Card Service Charges ($12,000).

Supplies decrease of $2,500 (2.0%) was due to a reduction in Public Safety Supplies.

The $57,371 (16.8%) decrease in Utilities reflects a more favorable bid price for Gasoline ($34,743) combined with decreases in Electricity ($23,699), Water and Sewer ($371), Generator Fuel ($212) and Diesel Fuel ($492). This is offset by an increase in Natural Gas ($2,146).

Capital decreases $15,300 (3.3%) and includes the reduction of one police vehicles ($34,000).

FY2017 OBJECTIVES

Administration

1. To begin implementation of the Next Gen 911 systems into our dispatch center. At the same time, we will begin implementing the results of the recent study that was done on our computer aided dispatch capabilities.
2. To continue to train our officers in de-escalation techniques when dealing with those critical incidents where de- escalation is appropriate.
3. To specifically target the area of burglary, which will reduce by 10% when compared to this year's total. We will direct investigators to further train in the collection and submission of touch DNA and utilize the training methods in the field to help achieve a reduction in burglary offenses.
4. To expand the Department's outreach to our community through neighborhood meetings, partnerships, social media and youth programs (such as our Youth Police Initiative).
5. To train more officers in the 40 hour course curriculum that deals with people in mental health crisis. We will increase the amount of officers who have received the training by 15%.

Patrol

1. To incorporate the CIT program fully into Patrol functioning.
2. To expand the Park and Walk program to also be a means of supporting participants in the CIT program, who would benefit from positive support from Police Officers who could check in with participants during Park and Walk assignments.
3. To continue to assign Officers in response to emerging crime patterns in conjunction with GPS tools to quickly apprehend the criminals responsible and address crime trends quickly.
4. To assign Officers to the Coolidge Corner and Brookline Village beats who are also bike trained and can use bicycle patrol as part of their beat.
5. To increase the number of apprehensions made by the warrant unit, thereby contributing to the goal of curtailing emerging and repeat crime problems.
6. To train additional Officers for the Bike unit; to replace Officers that have matriculated to other assignments.

Criminal Investigations

1. To increase the detective's unit overall clearances rate from the previous year by 10%, through better use of technology training coordination, utilizing various databases such as pawn shops, fingerprints and DNA.
2. To investigate crimes through increased use of NESPIN/RISS system to achieve the recovery of stolen property and solving of crime/s via the pawn data tracking system which allows us to search data bases of identifiable stolen personal items from various cities and towns.
3. To increase the supervision of the Detective Case Management System by immediate supervisors as to the process of the cases of their personnel. Expand the use of technologies in identifying evidence, culprits, methods and data bases of criminal cases. Concentrate more efforts on developing DNA evidence for suspect identification.

FY2017 OBJECTIVES (Con't.)

Criminal Investigations (Con't.)

4. To focus within the Domestic Violent Unit on the areas of investigation, intervention and community awareness through education, prevention and enforcement. This unit works closely with the Brookline District Court and community agencies to meet the needs of victims of violence, the DV Unit has worked closely with the Schools and children of domestic violence to provide safety, counseling resources for victims and their children.
5. To concentrate on trainings in victimology in juvenile missing person cases and prevention of opioid abuse and overdose among people of all ages.

Traffic and Parking

1. To track and analyze traffic accidents data at "hot spots" and engage the SARA model to reduce accidents by 10% over current levels. This would include the use of statistical data, causational factors, enforcement, road signage and lay out, and public education.
2. To implement and refine an internal reporting system that encompasses all aspects of both the Traffic Division and Department wide traffic related statistical data to better monitor performance and work loads of personnel.
3. To deploy Parking Control Officers to ensure they are assigned in the most efficient manner. This would include changing how we make assignments and communicate with the Transportation Department on permit related matters. Between the internal reporting and updated deployment structure, it will assist in ensuring high performance by the Parking Control Officers (PCOs).
4. To work with other departments and enter into a new contract for handhelds and other technologies to assist our PCOs to be most efficient. Also, to provide more user-friendly services for citizens using our parking systems. This will include website information and updated protocols to deal with problems as they arise (such as overpayments via credit cards).
5. To coordinate with internal and external departments and agencies on special events. This includes the Boston Marathon, Brookline Day and numerous other events throughout the year.

Community Relations

1. To increase by 25% the use of scenario based Training. This would include the use of video to memorialize the training and enhance the learning process.
2. To reduce the number of Leaf blower by law complaints by 25% through aggressive outreach, education, and enforcement
3. To partner with BPS in a cooperative program to assist at risk children involved in the RISE program. This includes assisting with planning, safety, onsite teaching, and regular interactions amongst the students and police personnel to lower barriers about approaching police.

FY2017 OBJECTIVES (Con't.)

Community Relations (con't.)

4. To implement a town wide Brookline SafetyNet program that will assist public safety and social service agencies with identification of key stakeholder and contacts within the various systems so service delivery can be maximized.
5. To oversee the implementation and management of the Juvenile Assessment Matrix system to ensure that youths who come in contact with BPD are properly serviced, assisted and held accountable.
6. To increase the efforts specific to the school bus safety program. This will allow us to increase enforcement around school buses as well as assist in the state mandated training and evacuation drills.
7. To increase the use of social media and expand the current platforms the department utilizes for public information and communications.

Public Safety Dispatch

1. To fully train and recertify all Dispatchers in Emergency Medical Dispatch as well as prepare for the upcoming Next Generation 911 system that is being deployed across the Commonwealth of Massachusetts.
2. To continue and seek grant funding from the State 911 Department to assist in the continuing training and education as well as to support staffing and equipment costs for the Dispatch Center.
3. 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.
4. Establish a more effective emergency notification system for internal employees, to include E-911 Dispatchers, Police, and Fire personnel in the event of emergency calls that require additional staffing to be brought in.

Animal Control

1. To address neighborhood animal problems proactively and enforce animal related Town-by law issues, especially those related to open space use and the Green dog program.
2. To ensure that the Animal control officer and supervisor keep all Officers abreast of emerging trends, issues pertaining to animals and proper reporting procedures.
3. To continue to partner with other agencies, both in town and regionally to provide animal services.
4. To identify equipment needs to ensure that the safest, most human and timely methods are used.

FY2016 ACCOMPLISHMENTS

Administration

1. Obtained a technology grant that allowed us to provide our officers with information on a timely basis that is used to improve our ability to reduce crime and improve the quality of life of our residents.
2. Provided scenario based trainings to all officers on topics such as de-escalation of force, unconscious bias, procedural justice and Police Legitimacy.
3. Conducted background investigations on potential recruits and selected twelve candidates as recruit officers. Enrolled these twelve in the Lowell Police Academy.
4. Played a major role in the development and expansion of the Brookline Community Stakeholders Group which assists those persons dealing with a mental health crisis.
5. Utilized various data sets that assisted us in developing better patrol strategies, hot spot identifications, accident locations and development of personnel.
6. Prepared our Public Safety Dispatch Center in anticipation of accepting and utilizing the next generation of 911. This was done along with a needs assessment on our computer aided dispatch system. Our goal is to provide a state of the art CAD system that addresses future needs.

Patrol

1. Launched the Park and Walk program throughout the Patrol Division to increase positive interactions with residents and business owners by having Officers get out of cruisers and spend time interacting with the public on foot.
2. Expanded the Patrol warrant unit and increased workload by partnering with the Detective division to apprehend high priority suspects while working closely with regional partners. Also increased investigative and tactical training for team members through support of the Boston Fugitive unit and U.S. Marshall's service.
3. Trained designated Patrol Officers as part of the CIT program.
4. Transitioned eight (8) rookie Police Officers through their probationary first year
5. Transitioned two new supervisors of the Bike unit and added Officers to the unit while continuing to work with regional partners on bike safety initiatives and major deployments.

Criminal Investigations

1. Succeeded in providing thorough investigations through traditional follow-ups with enhanced use of new technologies.
2. Continued working with other agency partners successfully to provide our officers with timely information of crime incidents happening in other jurisdictions, as well as investigating and apprehending criminals committing crimes in our and surrounding communities.
3. Purchased a new and state of the art fingerprint system that will enable us to better identify fingerprints obtained at crime scenes, as well as identify older prints that could not be properly identified by old system. To date, there have been approximately 12 fingerprint identifications of old prints.

FY2016 ACCOMPLISHMENTS (Con't.)

Criminal Investigations (con't.)

4. Implemented the Event Deconfliction tool to provide a safe working environment for all Law Enforcement Officers, when conducting investigations and serving arrest/search warrants.
5. Increased the supervision of our Detective case management system by Supervisors to more closely monitor the work of individual detectives.

Traffic and Parking

1. Initiated 'HOT SPOTS' assignments. A Traffic Supervisor assigns Officers to locations where most accidents occur based upon data collected. A Traffic Accident Investigator is also assigned to review all accident reports to assist in determining causation factors. Assignment of Officers to these areas is to eliminate these causation factors. The Traffic Supervisor is then to follow up with this information and proceed to make contact with external departments and agencies to seek adjustments with road design and signage.
2. Reinforced that Officers are to take part in Bicycle Enforcement along with their counterparts at locations and times based upon information collected.
3. Continued to work with the Transportation Board on various issues.
4. Participated in multiple Accreditation Commission for Traffic Accident Reconstruction (ACTAR) related trainings.
5. Worked with Town Counsel and the Commonwealth in Public Records dissemination and storage. We will have an updated protocol to assist in the increasing number of Public Records requests that our Division responds to, as well as delivering training for our personnel on the subject matter.

Community Relations

1. Successfully increased our mental health training for all officers. Approximately 25% of the department is now trained in advanced Critical Incident Training.
2. Achieved or goal of offering RAD training. In fact, 180 people received training through our Rape Aggression Defense Class.
3. Introduced the AWARE curriculum to sixth graders and continue offer it to grades seven and eight.
4. Maintained relationship with BHS peer leadership though regular participation in the program.
5. Maintained our personal safety presentations and training. Providing training to 28 separate groups
6. Completed nine school evacuations and thirteen lockdown drills
7. Oversaw loud party and leaf blowers complaints issuing 73 loud party citations and 10 leaf blower citations

FY2016 ACCOMPLISHMENTS (Con't.)

Public Safety Dispatch

1. Continued with the recertification of all Telecommunicators in Emergency Medical Dispatch.
2. Sought and received two grants from the State 911 Department which allows for the continued up-to-date training and certification of all E-911 Dispatchers and has been used to offset personnel and equipment costs specifically used in the day-to-day operation of the Dispatch Center. These two grants amounted to $163,985.
3. The E-911 Dispatch Pre-Employment Exam software was refined to the industry standard scoring guidelines and the program was updated to test the skills and abilities of prospective telecommunicators in the Dispatch Center.
4. The Brookline Public Safety Communications Center Policy and Procedures Manual was updated to incorporate standards which were brought up as part of the Police Department's Accreditation process. This manual is specifically updated as Police and Fire Department policies and procedures change and is issued to all E-911 Dispatchers.
5. The Dispatch Center handled more than 103,955 computer aided dispatch entries involving Police, Fire, and EMS personnel.

Animal Control

1. Animal Control Officer completed certification training from the Animal Control Officers Association of Massachusetts and Massachusetts Department of Fish and Wildlife.
2. Animal Control Officer completed a duty manual for internal use incorporating the SOPS and policies and procedures for the positon.
3. Established a new supervisory chain of command for animal control reporting and accountability.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2014	ESTIMATE FY2015	ACTUAL FY2015	ESTIMATE FY2016	ESTIMATE FY2017
Department Activities:					
Total Part A Crimes	846	865	913	805	907
Robbery	18	12	12	11	15
Breaking and Entering	95	96	66	88	100
Rapes	8	4	0	3	2
Motor Vehicle Theft	13	17	12	8	15
Larceny	583	604	665	575	600
Assaults	129	132	158	120	175
Assault and Battery on a Police Officer	3	6	12	5	10
Part A Crime- Clearance Rate	46%	45%	46%	48%	48%
Arrests	837	840	714	840	725
Field Interrogations	2,139	2,150	2,054	2,150	1,800
Domestic Violence Investigations	117	120	118	120	118
Crimes Solved through Fingerprint IDs	8	8	5	8	10
Crimes Solved through DNA	9	10	5	5	6
Animal Complaints	750	700	722	700	750
Loud Parties Responded to	180	170	122	170	110
Noise By-Law Violation Tickets issued	110	50	144	50	100
STARS Assignments	58	75	55	75	60
Licensing, Registration and Inspectional Services:					
Rooming Houses Inspected	50	50	50	50	50
Liquor Establishments Inspected	45	110	53	110	60
Licenses to Carry Firearms Issued	91	120	86	113	110
Firearms Identification Cards (FID)	32	40	13	44	45
FID Cards Restricted to Chemical Propellants	17	25	10	17	4
Fingerprints Taken for Community Members	475	475	489	475	475
Dispatch:					
Police-related Calls	75,525	75,000	75,525	76,000	72,500
Self-Initiated Police Calls	20,907	21,000	25,204	21,500	25,500
Fire-related Calls	7,191	7,500	7,780	7,500	7,800
Medical Calls	4,488	5,000	4,352	5,250	4,600
E-911 Calls	15,499	16,000	15,825	16,500	16,225

PERFORMANCE / WORKLOAD INDICATORS (con't)

	ACTUAL FY2014	ESTIMATE FY2015	ACTUAL FY2015	ESTIMATE FY2016	ESTIMATE FY2017
Community Programs:					
Facebook Followers	1,400	1,500	2,138	1,600	3,000
Twitter Followers	5,000	5,000	7,000	6,000	9,000
Website Hits	40,000	60,000	61,274	60,000	65,000
Neighborhood Meetings	8	10	16	10	20
Students in AWARE	1,500	1,500	1,662	1,500	1,650
Citizen Police Academy Graduates	32	30	28	30	30
Women Participating in RAD Classes	285	160	180	160	160
Child Seats Inspected	525	550	360	525	400
Project Homesafe Enrollees	9	10	7	10	8
Graffiti Removal Requests Processed	672	350	140	650	175
Traffic:					
Taxi Vehicles Inspections	374	400	370	400	400
Hackney Licenses Issued	380	400	351	400	400
Parking Tickets Issued	127,238	130,000	132,323	130,000	130,000
Collection Rate In-State (CY)	84%	85%	84%	85%	85%
Collection Rate Out-Of-State (CY)	53%	55%	53%	55%	53%
Parking Tickets Paid Online	43,158	43,500	47,378	44,000	47,000
Parking Tickets Appealed Online	1,673	5,000	4,386	5,000	5,000
Moving Violations	22,418	25,000	20,851	25,000	25,000
Parking Ticket Hearings	8,956	12,500	10,370	12,500	12,500
Detail Collection Rate:					
0 < 30 Days	23%	27%	26%	25%	25%
31 < 60 Days	67%	77%	61%	70%	70%
61 < 90 Days	92%	93%	88%	93%	90%
91 < 105 Days	96%	96%	94%	96%	95%
106 < 115 Days	98%	99%	99%	99%	99%
Bicycle Enforcement	1,600	1,700	1,220	1,700	1,700
Grants Awarded:					
Police	$275,331	$250,000	$398,171	$250,000	$250,000
Urban Areas Security Initiatives (UASI) (Funding for Multiple Town Agencies)	$646,909	$100,000	$547,837	$10,000	$250,000
Emergency Management:					
Citizens trained for CERT (Community Emergency Response Team)	25	30	25	30	30
CERT Activations (shelters, flu clinics, storm drill, etc.)	16	15	11	15	15
Community education programs on emergency preparedness	12	15	15	15	15
Emergency Operation Center (EOC) Activations	3	5	4	5	5

TOWN OF BROOKLINE
FY2017 PROGRAM BUDGET

PROGRAM GROUP: Public Safety
PROGRAM: Police

SUMMARY OF SUB-PROGRAMS					
	ACTUAL	BUDGET	REQUEST	FY17 vs. FY16	
SUB-PROGRAMS	FY2015	FY2016	FY2017	$ CHANGE	% CHANGE
Administration	2,041,204	1,855,553	1,863,309	7,756	0.4%
Patrol Services	7,873,756	8,371,473	8,375,112	3,639	0.0%
Investigation Services	2,384,717	2,203,980	2,212,285	8,305	0.4%
Community Relations	734,472	938,563	944,608	6,046	0.6%
Traffic Control	2,187,810	2,401,305	2,397,836	(3,468)	-0.1%
Public Safety Dispatch	862,157	901,177	905,644	4,467	0.5%
Animal Control	175,913	97,555	95,880	(1,676)	-1.7%
TOTAL	16,260,029	16,769,605	16,794,674	25,069	0.1%

Administration

SUB-PROGRAM COSTS					
CLASS OF	ACTUAL	BUDGET	REQUEST	FY17 vs. FY16	
EXPENDITURES	FY2015	FY2016	FY2017	$ CHANGE	% CHANGE
Personnel	979,215	899,186	900,954	1,768	0.2%
Services	305,116	310,930	355,589	44,659	14.4%
Supplies	181,842	187,500	187,500	0	0.0%
Other	60,700	63,000	63,000	0	0.0%
Utilities	378,004	342,137	284,766	(57,371)	-16.8%
Capital	136,326	52,800	71,500	18,700	35.4%
TOTAL	2,041,204	1,855,553	1,863,309	7,756	0.4%

Patrol Services

SUB-PROGRAM COSTS					
CLASS OF	ACTUAL	BUDGET	REQUEST	FY17 vs. FY16	
EXPENDITURES	FY2015	FY2016	FY2017	$ CHANGE	% CHANGE
Personnel	7,541,229	7,955,497	7,993,136	37,639	0.5%
Services	3,314	5,832	5,832	0	0.0%
Supplies	0	0	0	0	0.0%
Other	0	0	0	0	0.0%
Capital	329,214	410,144	376,144	(34,000)	-8.3%
TOTAL	7,873,756	8,371,473	8,375,112	3,639	0.0%

Investigation Services

SUB-PROGRAM COSTS					
CLASS OF	ACTUAL	BUDGET	REQUEST	FY17 vs. FY16	
EXPENDITURES	FY2015	FY2016	FY2017	$ CHANGE	% CHANGE
Personnel	2,375,712	2,193,480	2,201,785	8,305	0.4%
Services	100	500	500	0	0.0%
Supplies	8,905	10,000	10,000	0	0.0%
Other	0	0	0	0	0.0%
Capital	0	0	0	0	0.0%
TOTAL	2,384,717	2,203,980	2,212,285	8,305	0.4%

Animal Control

SUB-PROGRAM COSTS					
CLASS OF	ACTUAL	BUDGET	REQUEST	FY17 vs. FY16	
EXPENDITURES	FY2015	FY2016	FY2017	$ CHANGE	% CHANGE
Personnel	175,734	97,555	95,880	(1,676)	-1.7%
Services	179	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	175,913	97,555	95,880	(1,676)	-1.7%

Community Relations

SUB-PROGRAM COSTS					
CLASS OF	ACTUAL	BUDGET	REQUEST	FY17 vs. FY16	
EXPENDITURES	FY2015	FY2016	FY2017	$ CHANGE	% CHANGE
Personnel	734,472	938,563	944,608	6,046	0.6%
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	734,472	938,563	944,608	6,046	0.6%

Traffic Control

SUB-PROGRAM COSTS					
CLASS OF	ACTUAL	BUDGET	REQUEST	FY17 vs. FY16	
EXPENDITURES	FY2015	FY2016	FY2017	$ CHANGE	% CHANGE
Personnel	1,985,689	2,181,323	2,187,354	6,032	0.3%
Services	183,967	198,482	193,482	(5,000)	-2.5%
Supplies	18,154	21,500	17,000	(4,500)	-20.9%
Other	0	0	0	0	0.0%
Capital	0	0	0	0	0.0%
TOTAL	2,187,810	2,401,305	2,397,836	(3,468)	-0.1%

Public Safety Dispatch

SUB-PROGRAM COSTS					
CLASS OF	ACTUAL	BUDGET	REQUEST	FY17 vs. FY16	
EXPENDITURES	FY2015	FY2016	FY2017	$ CHANGE	% CHANGE
Personnel	861,253	892,427	896,894	4,467	0.5%
Services	0	0	0	0	0.0%
Supplies	559	2,750	2,750	0	0.0%
Other	345	6,000	6,000	0	0.0%
Capital	0	0	0	0	0.0%
TOTAL	862,157	901,177	905,644	4,467	0.5%

TOWN OF BROOKLINE FY2017 PROGRAM BUDGET	PROGRAM GROUP: Public Safety PROGRAM: Police

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2014	NUMBER OF POSITIONS FUNDED FY2015	FY2016 SALARY RANGE LOW	FY2016 SALARY RANGE HIGH	FY2016 BUDGET NO.	FY2016 BUDGET AMOUNT	FY2017 RECOMMENDATION NO.	FY2017 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Chief	D-9	1.00	1.00	132,033	155,529	1.00	155,529	1.00	155,529
	Superintendent of Police	D-7	1.00	1.00	114,255	134,587	1.00	134,587	1.00	134,587
	Deputy Superintendent	PDS	0.00	4.00		129,941	4.00	519,766	4.00	519,766
	Captain	P-4	4.00	0.00			0.00	0	0.00	0
	Lieutenant	P-3	10.00	10.00	85,752	94,477	10.00	891,823	10.00	891,823
	Sergeant	P-2	16.00	16.00	72,671	76,304	16.00	1,188,168	16.00	1,188,168
	Patrol Officer	P-1	104.00	104.00	51,219	63,062	103.00	6,182,667	103.00	6,233,902
	Public Safety Business Manager*	T-9	0.50	0.50	74,339	84,112	0.50	42,056	0.50	42,056
	Chief Emergency Telecommunications Dispatcher	T-7	1.00	1.00	68,731	77,766	1.00	75,070	1.00	76,406
	Violence Prevention Coordinator	T-4	0.00	0.00	54,561	61,733	1.00	61,733	1.00	61,733
	Business/Administrative Manager	GN-8	1.00	1.00	55,777	58,583	1.00	57,632	1.00	58,584
	Parking Meter Collector	GN-7	2.00	2.00	51,313	53,895	2.00	104,319	2.00	106,039
	Emergency Telecommunications Dispatcher	ETD	15.00	15.00	46,249	47,186	15.00	705,379	15.00	707,790
	Executive Assistant	G-10	1.00	1.00	54,007	56,308	1.00	56,308	1.00	56,308
	Senior Account/Audit Clerk (PSBO)*	G-7	0.50	0.50	44,986	46,953	0.50	23,477	0.50	23,477
	Senior Clerk Typist / Audit Clerk (PSBO)*	G-5	1.00	1.00	42,327	44,267	1.00	44,048	1.00	44,267
	Senior Clerk Typist	G-5	4.00	4.00	42,327	44,267	4.00	174,305	4.00	175,140
	School Traffic Supervisor/Parking Control Officer	ST01	11.00	11.00		44,156	11.00	486,062	11.00	486,062
	Charge Off to Grants/Schools							(36,762)		(36,762)
	Subtotal		173.00	173.00			173.00	10,866,164	173.00	10,924,874
510102	Permanent Part Time Salaries									
	Parking Control Officer		1.92	1.92			1.92	84,958	1.92	84,958
	School Traffic Supervisor		1.18	1.18			1.18	59,319	1.18	59,319
	Subtotal		3.10	3.10			3.10	144,277	3.10	144,277
510901	Temporary Part Time Salaries									
	Park Security Officer		2.20	2.20			2.20	63,915	2.20	63,915
	Subtotal		2.20	2.20			2.20	63,915	2.20	63,915
	Grant-Funded Salaries									
	Violence Prevention Coordinator		1.00	1.00			0.00	0	0.00	0
			1.00	1.00			0.00	0	0.00	0
	Grants									
	State Grant							0		0
	Net Grant-Funded Salary Total							0		0
	Other									
510140	Shift Differential							236,749		241,484
510143	Working-Out-Of-Classification Pay							20,450		20,450
510300	Regular Overtime							550,202		550,202
512031	Court Pay							176,368		176,368
512033	Police Lag Time							148,670		157,482
513032	In-Service Training Pay							296,793		296,793
51304E	Enhanced Longevity							12,924		2,197
513042	Education Incentive							139,167		139,167
513043	Quinn Educational Incentive							1,729,696		1,729,696
513044	Longevity Pay							90,900		89,950
513045	Career Incentive Pay							13,600		13,600
514502	Specialty Pay (Retirable)							27,843		27,843
514506	EMT Pay							12,000		14,000
515041	Holiday Pay							505,697		505,697
515059	Administrative Leave Buyback							84,915		84,916
515501	Uniform/Clothing Allowance / In Lieu of Boots							35,000		35,000
515540	Auto Allowance							2,700		2,700
	Subtotal							4,083,674		4,087,544
	Total		**179.30**	**179.30**			**178.30**	**15,158,031**	**178.30**	**15,220,611**

* 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 147: four Deputy Chiefs, seven Captains, 21 Lieutenants, and 115 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 FY17 budget represents an increase of $78,345 (0.6%). Personnel increases $76,319 (0.6%) primarily due to Steps ($74,069) and Longevity ($2,250). Services decrease $1,015 (0.6%) for Credit Card Service Charges ($800) and Subscriptions ($250). This is offset by an increase in the Copier Lease ($35).

Supplies increase $17,928 (12.0%) for Books and Periodicals ($460), Public Safety Equipment ($17,678) and Uniforms and Protective Clothing ($540), this is slightly offset by a decrease in Oils and Lubricants ($250). The $14,787 (7.0%) decrease in Utilities reflects lower prices for Diesel ($10,068), Gasoline ($1,965), Generator Fuel ($759), Water and Sewer ($869), and Electricity ($3,707). This is partially offset by increases in Natural Gas ($2,581). Capital decreases $100 (0.0%).

PROGRAM COSTS - FIRE DEPARTMENT

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	12,233,065	12,178,257	12,254,575	76,319	0.6%
Services	191,026	163,755	162,740	(1,015)	-0.6%
Supplies	115,458	149,560	167,488	17,928	12.0%
Other	17,764	31,350	31,350	0	0.0%
Utilities	237,527	212,053	197,266	(14,787)	-7.0%
Capital	165,554	200,877	200,777	(100)	0.0%
TOTAL	12,960,394	12,935,851	13,014,196	78,345	0.6%
BENEFITS			7,420,259		
REVENUE	402,547	380,000	380,000	0	0.0%

TOWN OF BROOKLINE FY2017 PROGRAM BUDGET	PROGRAM GROUP: Public Safety PROGRAM: Fire
FY2017 OBJECTIVES 1. To minimize the negative effects of fires and other emergencies by providing a rapid deployment of adequate personal trained to the highest level possible. 2. To continue to deliver a Fire Officer's training program aimed at current and consistent training for all company level Fire Officers. 3. To continue holding bi-annual Chief Officer staff meetings. 4. To update and develop departmental Standard Operating Guidelines (SOG's) and institute new training evolutions. 5. To train and certify five firefighters as Emergency Medical Technicians. 6. To continue to help develop and advance the goals and objectives of the Town's Emergency Management Team. 7. To ensure the current budgeted compliment of firefighters is maintained. 8. To have the Fire Prevention Division oversee the inspections of all residential buildings, containing six or more units, for fire/safety hazards. 9. To provide the same or better level of service, within the budget provided, as compared with FY16. 10. To finalize the Brookline Fire Department rules and regulations. 11. To implement the plan for a new apparatus maintenance facility on Hammond Street. 12. To implement the plan for the modernization of the Training facility located on Hammond Street. 13. To train/refresh the department membership in both traditional and new firefighting practices. 14. To order a new Ladder 1 to replace the former Tower 1.	**FY2016 ACCOMPLISHMENTS** 1. Continued holding bi-annual Chief Officer staff meetings. 2. Hosted one firefighter recruit training program, adding seven new firefighters to the department. 3. Expanded the use of technology in the Department including the implementation of a new multiple family residential inspection system. This system will allow the department to more accurately capture acquired information and make it available during emergencies. 4. Updated and developed several departmental SOG's. 5. Trained five additional firefighters as Emergency Medical Technicians. 6. Continued to help develop and advance the goals and objectives of the Town's Emergency Management Team. 7. Ensured the current budgeted compliment of firefighters is maintained. 8. Fire Prevention Division oversaw the inspections of all residential buildings, containing six or more units, for fire/safety hazards. 9. Provided the same or better level of service, within the budget provided, as compared with FY15. 10. Fire Prevention Division oversaw the inspections of all residential buildings, containing six or more units, for fire/safety hazards. These 520 inspections were performed by in service suppression companies. 11. Took possession of a new KME Aerial Cat which replaced Ladder 2 in the Village station. 12. Took possession of a new KME pumper which replaced Engine 5 at the Babcock Street station. 13. Continued the process of updating the Brookline Fire Department rules and regulations. 14. Continue to develop a plan for the modernization of the Training facility located on Hammond Street, including a survey study. 15. Trained/refreshed the department membership in both traditional and new firefighting practices. 16. Responded to over 95% of calls in fewer than 4 minutes, exceeding NFPA 1710 minimum guidelines. 17. Respond to ALL structure fires with a full first alarm assignment, in compliance with NFPA 1710.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2014	ESTIMATE FY2015	ACTUAL FY2015	ESTIMATE FY2016	ESTIMATE FY2017
Box Alarms	629	600	628	600	600
Still Alarms	2,825	3,100	3,183	3,000	3,000
Medical Emergencies	3,737	3,700	3,969	3,800	3,800
Total Responses	7,191	7,400	7,780	7,400	7,400
Avg Response Time to Emergency Incidents (minutes) - Calendar Year	3:15	<4:00	3:39	<4:00	<4:00
Large loss fire (over $100,000)	2	1	7	1	1
Medium Loss Fires (under $100,000)	3	10	21	10	10
Multiple Alarm Fires	8	4	1	4	4
% of Investigations Started Within Two Hours	100%	100%	100%	100%	100%
Apartment Buildings with 6+ Units Inspected	498	515	533	515	500
26F Smoke/CO Detector Inspections	912	900	856	900	900
Lodging House Inspections	49	49	48	49	49
Common Victualler Inspections	78	100	95	100	100
Certificate of Occupancy Inspections					
Residential	107	100	117	100	100
Commercial	36	35	34	35	33

PERFORMANCE / WORKLOAD INDICATORS (con't.)

	ACTUAL FY2014	ESTIMATE FY2015	ACTUAL FY2015	ESTIMATE FY2016	ESTIMATE FY2017
% 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	96%	100%	100%	100%	100%
Number of Newly Certified EMTs	5	5	3	5	5
Number of Firefighters Completing:					
Firefighter I/II certification	36	20	14	15	15
Instructor Certification I	12	10	10	0	0
Instructor Certification II	2	10	0	5	0
% of Fires Contained to the Building of Origin	100%	95%	100%	95%	95%
Number of Pre-K through Grade 2 classrooms receiving the S.A.F.E. Program	80	80	80	80	80

TOWN OF BROOKLINE FY2017 PROGRAM BUDGET	PROGRAM GROUP: Public Safety PROGRAM: Fire

SUMMARY OF SUB-PROGRAMS

SUB-PROGRAMS	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Administration	698,201	734,551	653,021	(81,530)	-11.1%
Firefighting	11,026,711	11,243,376	11,357,023	113,646	1.0%
Fire Prevention	420,370	327,471	354,519	27,049	8.3%
Equipment Maintenance	449,185	342,474	392,191	49,717	14.5%
Training	365,928	287,983	257,443	(30,540)	-10.6%
TOTAL	12,960,394	12,935,854	13,014,196	78,342	0.6%

Administration

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	610,113	585,824	587,809	1,985	0.3%
Services	31,416	35,764	34,749	(1,015)	-2.8%
Supplies	15,786	17,800	17,300	(500)	-2.8%
Other	8,219	11,350	11,350	0	0.0%
Capital	32,667	83,813	1,813	(82,000)	-97.8%
TOTAL	698,201	734,551	653,021	(81,530)	-11.1%

Firefighting

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	10,712,898	10,903,699	10,976,981	73,282	0.7%
Services	29,632	29,091	29,091	0	0.0%
Supplies	42,286	62,000	80,218	18,218	29.4%
Other	0	0	0	0	0.0%
Utilities	156,072	163,853	161,099	(2,754)	-1.7%
Capital	85,824	84,734	109,634	24,900	29.4%
TOTAL	11,026,711	11,243,376	11,357,023	113,646	1.0%

Fire Prevention

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	419,708	326,301	327,349	1,049	0.3%
Services	0	0	0	0	0.0%
Supplies	0	500	500	0	0.0%
Other	0	0	0	0	0.0%
Capital	662	670	26,670	26,000	3880.6%
TOTAL	420,370	327,471	354,519	27,049	8.3%

Equipment Maintenance

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	134,846	128,814	128,814	0	0.0%
Services	129,979	98,900	98,900	0	0.0%
Supplies	56,921	66,560	66,310	(250)	-0.4%
Other	0	0	0	0	0.0%
Utilities	81,455	48,200	36,167	(12,033)	-25.0%
Capital	45,983	0	62,000	62,000	-
TOTAL	449,185	342,474	392,191	49,717	14.5%

Training

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	355,500	233,623	233,623	0	0.0%
Services	0	0	0	0	0.0%
Supplies	466	2,700	3,160	460	17.0%
Other	9,545	20,000	20,000	0	0.0%
Capital	418	31,660	660	(31,000)	-97.9%
TOTAL	365,928	287,983	257,443	(30,540)	-10.6%

TOWN OF BROOKLINE FY2017 PROGRAM BUDGET	PROGRAM GROUP: Public Safety PROGRAM: Fire

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2014	NUMBER OF POSITIONS FUNDED FY2015	FY2016 SALARY RANGE LOW	FY2016 SALARY RANGE HIGH	FY2016 BUDGET NO.	FY2016 BUDGET AMOUNT	FY2017 RECOMMENDATION NO.	FY2017 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Chief	D-9	1.00	1.00	132,033	155,529	1.00	155,529	1.00	155,529
	Chief of Operations	D-7	1.00	1.00	114,255	134,587	1.00	134,587	1.00	134,587
	Deputy Chief	F-4	6.00	6.00	89,414	93,885	6.00	563,309	6.00	563,309
	Captain	F-3	8.00	8.00	76,481	80,305	8.00	630,966	8.00	630,966
	Lieutenant	F-2	23.00	23.00	65,428	68,699	23.00	1,537,554	23.00	1,544,096
	Firefighter	F-1	115.00	115.00	46,463	57,320	115.00	6,207,782	115.00	6,272,840
	Information Systems Analyst	T-10	1.00	1.00	77,313	87,476	1.00	84,443	1.00	85,946
	Public Safety Business Manager*	T-9	0.50	0.50	74,339	84,112	0.50	42,056	0.50	42,056
	Motor Equipment Repair Foreman	GN-10	1.00	1.00	61,053	64,126	1.00	64,126	1.00	64,126
	Executive Assistant	C-10	1.00	1.00	54,007	56,308	1.00	55,488	1.00	55,750
	Assistant Clerk - Fire Prevention	C-8	1.00	1.00	46,870	48,855	1.00	48,371	1.00	48,855
	Senior Account/Audit Clerk (PSBO)*	C-7	0.50	0.50	44,986	46,953	0.50	23,477	0.50	23,477
	Senior Clerk Typist / Audit Clerk (PSBO)*	C-5	1.00	1.00	42,327	44,267	1.00	44,048	1.00	44,267
	Fire Apparatus Repairperson	LN-7	1.00	1.00		56,454	1.00	56,454	1.00	56,454
	Subtotal		161.00	161.00			161.00	9,648,189	161.00	9,722,258
	Other									
510140	Shift Differential							599,684		599,684
510143	Working-Out-Of-Classification Pay							111,402		111,402
510300	Regular Overtime							252,877		252,877
513007	HazMat Pay							116,859		116,859
513042	Educational Incentive Pay							162,000		162,000
513044	Longevity Pay							72,500		74,750
513045	Career Incentive Pay							3,500		3,500
514501	Extra Compensation							750		750
514506	EMT Pay							391,245		391,245
515041	Holiday Pay							477,745		477,745
514502	Specialty Pay							15,600		15,600
515058	Vacation Cash-in							129,526		129,526
515059	Administrative Leave Buy-Back							84,230		84,230
515501	Uniform/Clothing Allowance							111,650		111,650
515505	Tool Allowance							500		500
	Subtotal							2,530,067		2,532,317
	Total		**161.00**	**161.00**			**161.00**	**12,178,257**	**161.00**	**12,254,575**

* 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 FY17 budget reflects a $71,177 (1.0%) increase. Personnel increases $7,814 (0.3%) for an increase in Steps ($7,363) and Longevity ($450). Services increase $37,802 (1.7%). Town Repair and Maintenance increases $58,708, School Repair and Maintenance increases ($32,548). In addition, there was an increase to the Copier Lease ($1,373) and Wireless Communications ($5,173), which was offset by Credit Card Charges ($60,000) moving to the Finance Department.

Supplies increase $3,300 (11.4%) for Office Supplies ($2,000) and Books and Periodicals ($2,500), partially offset by a decrease in Data Processing Software ($1,200). Other increases $300 (3.0%) for Professional Dues and Memberships. Utilities increase $33,261 (1.2%) for Electricity ($32,952), Natural Gas ($17,420), which is slightly offset by decreases in Gasoline ($3,812), Generator Fuel ($1,058) and Water and Sewer ($12,243).

Capital decreases $11,300 (8.0%) and funds existing computer leases as well as three vehicle replacements and the equipment listed in Section II.

PROGRAM COSTS - BUILDING DEPARTMENT

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	2,178,194	2,262,845	2,270,659	7,814	0.3%
Services	2,111,836	2,270,462	2,308,264	37,802	1.7%
Supplies	22,859	28,950	32,250	3,300	11.4%
Other	5,350	10,100	10,400	300	3.0%
Utilities	2,654,568	2,683,947	2,717,208	33,261	1.2%
Capital	56,600	141,000	129,700	(11,300)	-8.0%
TOTAL	7,029,407	7,397,304	7,468,481	71,177	1.0%
BENEFITS			1,364,592		
REVENUE	3,028,585	2,319,000	2,419,000	100,000	4.3%

FY2017 OBJECTIVES

1. To assist the Selectmen'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 work with the School Department and assist with implementing their space needs.
3. To work with the School Department on the study analyzing the options available to house the larger grade sizes that will start reaching the High School.
4. To continue to work with the DPW on construction of modifications to the Municipal Service Center
5. To complete the design of Evelyn Kirrane Aquatic Structural Pool Repairs and Locker Room renovations, bid the project and complete the work.
6. To complete the design for the Elevator Renovations at the High School Physical Education Building and Town Hall, bid the project and complete the work.
7. To continue to implement the work involved with the Building Envelope and Roofing Replacement Program per the Town's Capital Improvements Program.
8. To assist with the preparation of the Coolidge Corner Library Feasibility Study.
9. To complete the work of the Pierce and Lawrence School elevators renovation project.
10. To complete the work of the Pierce School Electrical Distribution Upgrade including Generator Replacement.
11. To complete the work of the Old Lincoln School Renovations.
12. To expand the use of the School Dude Maintenance and Facilities Software Program for Preventative Maintenance and Scheduling functions
13. To improve division maintenance, repairs and efficiencies for all buildings.
14. To upgrade and expand public buildings current security and keycard systems.
15. To continue to work with the Parks Department regarding the installation of a comfort station and the renovations of the Gatehouse at the new Fisher Hill Park.
16. To continue to use the Town's website (where appropriate) for online bidding of capital improvement projects (CIP).
17. To complete Design Development, Construction Documents and bid the work of the Devotion School Additions and Renovations.
18. To expand and upgrade the energy management systems, using both CIP funds and Green Community monies.
19. To 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.
22. To continue energy conservation efforts in all buildings.
23. To update Department's website to better reflect the divisions and programs, permit process, new applications, FAQ's and forms, add new useful links.
24. To continue working with the Information Technology Department to further improve and update the Town's permitting software, on-line permitting capabilities and implementing handheld devices.

FY2017 OBJECTIVES (Con't.)

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 continue training and certification of all Inspectors, Tradesman and Custodians as required by State law.
27. To continue efforts to implement a document management system that will store Town Building plans, files, documents, electronically.
28. To expand specifications on service contracts.
29. To implement Division of Capital Asset Management and Maintenance (DCAM) standards and achieve a level 4 (comprehensive) ranking of a 5 tired system.
30. To increase the number of in-house work orders to minimize the use of outside contractors.
31. To develop a properly funded maintenance budget for the expanding school facilities.
32. To install more LED lighting and condensing boilers paid by the utilities.

FY2016 ACCOMPLISHMENTS

1. Continued to staff the Building Commission; representing them on a day-to-day basis, providing information and recommendations to the Commission, 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. Added Mechanical and Sheet Metal Permits to on line permitting process.
3. Increased electronic conversion of historical Building Department documents and current Department applications.
4. Made the following improvements at various School Buildings:
   - Created new classroom spaces at the Lawrence, Pierce and Heath Schools.
   - Modified the Baker cafeteria to allow for more students due to increased enrollment.
   - Created new science prep rooms at the Devotion school and one new classroom.
   - Created four teaching areas at the New Lincoln School.
   - Painted numerous classrooms at the High School Complex.
   - Installed two new bathrooms at the Pierce Primary due to classroom enrollments and reassignments of space.
   - Renovated the kindergarten bathrooms and common hallways at the Baker School.
   - Replaced flooring at various locations at the High School.
   - Installed new partitions/walls at the Driscoll School to provide additional teaching spaces.
5. Made the following improvements at various town facilities:
   - Completed the construction of offices, bathrooms and conference room at the Golf Course Maintenance Facility.
   - Completed renovations at the Senior Center.
   - Installed new security systems at the Eliot and Soule Recreation Centers.
   - Repaired various portions of the roof at Baker School.
6. Worked with School Department and Architect to complete the draft High School Concept Study Phase II.
7. Completed design of the Baker School Modular Classrooms. Successfully bid the project and executed a contract for the work.
8. Completed design of the Municipal Service Center modifications. Successfully bid the project and executed a contract for the work.
9. Completed design of the Pierce School Electrical Distribution Upgrade including Generator Replacement and other associated work. Successfully bid the project and executed a contract for the work.
10. Commenced and completed all work of the Tennis Club building renovations at Waldstein Park.
11. Completed the structural improvements and life safety improvements work at Fire Station #7.
12. Selected an architect and executed a contract for the design work involved with the Building Envelope and Roofing Replacement Program.

FY2016 ACCOMPLISHMENTS (Con't.)

13. Commenced and completed all work of the Main Library, Water Department and Pierce Library Roof Projects.
14. Completed design work on Pierce and Lawrence Schools elevators. Successfully bid the project and executed a contract for the work.
15. Selected an architect and executed a contract for the Elevator Renovations at the High School Physical Education Building and Town Hall.
16. Selected an architect and executed a contract for the Evelyn Kirrane Aquatic Structural Pool Repairs and Locker Room renovations.
17. Selected an architect and executed a contract for the preparation of a Feasibility Study for the Coolidge Corner Library.
18. Assisted the School department regarding the preparation and submission of a Statement of Interest for the High School Project.
19. 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).
20. Completed design work on the Lawrence School Classroom Addition. Successfully bid the project and executed a contract for construction.
21. Completed design work on the Old Lincoln School Renovations. Successfully bid the project and executed a contract for construction.
22. Completed design and bid Fire Stations #5 and #6 Life Safety Improvements.
23. Completed Feasibility and Schematic Design of the Edward Devotion School Renovations and submitted same to the Massachusetts School Building Authority. Commenced Design Development work.
24. Completed design work and successfully bid Fire Station #1 structural improvements (traffic coating).
25. Installed new high-efficiency outside lighting and interior fixtures in buildings, with most of the costs paid by NStar.
26. Led a Code Enforcement Task Force comprised of various Town officials and departments that meets monthly to discuss code issues, life safety violations, by-law compliance, occupancy issues and other matters.
27. Provided assistance to the School Department with implementing administrative offices at 24 Webster Place.
28. Assisted the School Department to secure space for the Pierce School at 62 Harvard St to be used for upper grade classrooms.
29. Received $33,400 in rebate monies from Keyspan and NStar (Eversource).

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2014	ESTIMATE FY2015	ACTUAL FY2015	ESTIMATE FY2016	ESTIMATE FY2017
Permits Issued:	6,441	6,000	6,761	6,260	6,260
Building Permits	2,120	1,830	2,058	2,000	2,000
Electrical Permits	1,409	1,350	1,431	1,350	1,350
Plumbing Permits	1,254	1,225	1,592	1,300	1,300
Gas Fitting Permits	908	925	926	925	925
Mechanical Permits	410	400	399	400	400
Sprinkler Permits	18	20	37	25	25
Occupancy Permits	169	150	173	160	160
Other	153	100	145	100	100
% of Permit Applications Available Online	15%	20%	14%	20%	20%
% of Transactions Paid with Credit Card	11%	10%	12%	14%	14%
Certificates Issued	333	325	327	325	325
Builders Licenses	19	45	18	25	25
Inspections:					
Common Victualler	150	150	150	150	150
Lodging House Insp.	51	51	51	51	51
Violation Notices Issued	25	35	27	35	35
Court Complaints Filed	6	8	7	8	8
Zoning Board of Appeals Cases	85	70	84	75	75

PERFORMANCE / WORKLOAD INDICATORS (con't.)

	ACTUAL FY2014	ESTIMATE FY2015	ACTUAL FY2015	ESTIMATE FY2016	ESTIMATE FY2017
Vouchers Processed	1,500	1,500	3,669	1,500	3,800
Committees of Seven	12	8	8	8	8
Public Building Maintenance					
Maintenance Contracts	15	15	15	15	15
Contractor Service Orders	1,973	1,600	1,722	1,650	1,750
In-House Work Orders	3,313	3,500	5,981	3,500	600
% of Work Orders Completed					
in Less Than 3 days	31%	33%	51%	35%	50%
in Less Than 7 days	NA	NA	59%	60%	60%
Utility Use					
Town Hall					
Electricity (KWH)	731,903	704,960	724,714	717,495	727,000
Natural Gas (Therms)	24,624	23,430	20,182	23,827	23,000
Oil (gallons)	0	1,000	590	0	750
Water & Sewer (CCF)	1,351	1,400	1,640	1,400	1,400
School Buildings					
Electricity (KWH)	7,363,755	7,437,045	7,414,672	7,409,892	7,410,000
Natural Gas (Therms)	756,863	681,950	749,964	684,196	750,000
Oil (gallons)	6,723	4,000	5,742	0	4,000
Water & Sewer (CCF)	13,524	14,000	14,699	14,000	14,000

TOWN OF BROOKLINE FY2017 PROGRAM BUDGET	PROGRAM GROUP: Public Safety PROGRAM: Building

SUMMARY OF SUB-PROGRAMS

SUB-PROGRAMS	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Administration	218,926	221,569	225,153	3,584	1.6%
Code Enforcement	569,228	716,320	654,236	(62,084)	-8.7%
Town R&M	1,065,311	1,130,062	1,161,336	31,274	2.8%
Town Hall Maint.	553,150	503,190	501,188	(2,002)	-0.4%
Construct/Renovation	80,960	67,536	89,336	21,800	32.3%
School R&M	4,541,832	4,758,631	4,845,478	86,846	1.8%
TOTAL	7,029,407	7,397,305	7,476,726	79,421	1.1%

Administration

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	204,769	200,423	201,334	911	0.5%
Services	11,655	13,074	14,447	1,373	10.5%
Supplies	0	1,400	2,400	1,000	71.4%
Other	1,161	5,538	5,838	300	5.4%
Capital	1,341	1,134	1,134	0	0.0%
TOTAL	218,926	221,569	225,153	3,584	1.6%

Code Enforcement

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	534,991	593,491	594,212	721	0.1%
Services	9,091	60,000	0	(60,000)	-100.0%
Supplies	6,365	2,000	4,500	2,500	125.0%
Other	3,035	3,625	3,625	0	0.0%
Utilities	13,843	8,605	6,699	(1,906)	-22.1%
Capital	1,902	48,600	45,200	(3,400)	-7.0%
TOTAL	569,228	716,320	654,236	(62,084)	-8.7%

Construct/Renovation

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	60,535	62,096	62,096	0	0.0%
Services	0	2,490	2,490	0	0.0%
Supplies	0	2,700	2,500	(200)	-7.4%
Other	44	250	250	0	0.0%
Capital	20,381	0	22,000	22,000	-
TOTAL	80,960	67,536	89,336	21,800	32.3%

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	296,925	300,427	303,220	2,793	0.9%
Services	753,119	755,520	819,401	63,881	8.5%
Supplies	9,445	4,425	4,425	0	0.0%
Other	622	200	200	0	0.0%
Capital	5,200	69,490	34,090	(35,400)	-50.9%
TOTAL	1,065,311	1,130,062	1,161,336	31,274	2.8%

Town Hall Maintenance

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	191,020	182,690	185,943	3,253	1.8%
Services	182,589	131,683	131,683	0	0.0%
Supplies	706	11,000	11,000	0	0.0%
Other	0	0	0	0	0.0%
Utilities	172,086	177,817	172,562	(5,255)	-3.0%
Capital	6,750	0	0	0	0.0%
TOTAL	553,150	503,190	501,188	(2,002)	-0.4%

School Buildings Repair and Maintenance

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	889,954	923,720	932,099	8,380	0.9%
Services	1,155,382	1,307,695	1,340,243	32,548	2.5%
Supplies	6,343	7,425	7,425	0	0.0%
Other	488	488	488	0	0.0%
Utilities	2,468,639	2,497,528	2,537,947	40,419	1.6%
Capital	21,026	21,776	27,276	5,500	25.3%
TOTAL	4,541,832	4,758,631	4,845,478	86,846	1.8%

TOWN OF BROOKLINE FY2017 PROGRAM BUDGET	PROGRAM GROUP: Public Safety PROGRAM: Building

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2014	NUMBER OF POSITIONS FUNDED FY2015	FY2016 SALARY RANGE LOW	FY2016 SALARY RANGE HIGH	FY2016 BUDGET NO.	FY2016 BUDGET AMOUNT	FY2017 RECOMMENDATION NO.	FY2017 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Building Commissioner	D-7	1.00	1.00	112,015	131,948	1.00	123,085	1.00	124,932
	Director of Public Buildings	T-15	1.00	1.00	101,510	114,854	1.00	114,854	1.00	114,854
	Building Project Administrator	T-15	1.00	1.00	101,510	114,854	1.00	114,854	1.00	114,854
	Chief Building Inspector/Zoning Enf.	T-10	1.00	1.00	77,313	87,476	1.00	82,966	1.00	82,966
	Project Manager	T-10	1.00	1.00	77,313	87,476	1.00	87,476	1.00	87,476
	Building Project Representative	T-10	1.00	1.00	77,313	87,476	1.00	84,443	1.00	85,946
	Operations Manager - Public Buildings	T-9	1.00	1.00	74,339	84,112	1.00	75,663	1.00	77,009
	Energy Systems Manager	T-8	1.00	1.00	71,480	80,876	1.00	80,876	1.00	80,876
	Electrical Inspector	GN-13	1.00	1.00	71,458	75,053	1.00	75,053	1.00	75,053
	Plumbing and Gas Inspector	GN-13	1.00	1.00	71,458	75,053	1.00	75,053	1.00	75,053
	Local Building Inspector	GN-12	4.00	4.00	68,544	71,993	4.00	286,805	4.00	287,973
	Senior Maintenance Craftsperson	MN-5	10.00	12.00	55,441	58,266	12.00	690,688	12.00	693,496
	Senior Building Custodian	MN-4	3.00	3.00	51,574	54,201	3.00	162,602	3.00	162,602
	Administrative Head Clerk	C-10	2.00	2.00	52,948	58,884	2.00	112,956	2.00	112,956
	Bookkeeper/Accountant I	C-9	1.00	1.00	48,336	50,334	1.00	53,690	1.00	53,691
	Staff Assistant	C-6	1.00	1.00	43,792	45,747	1.00	45,101	1.00	45,294
	Less Charge off to Capital Projects							(199,297)		(200,800)
	Subtotal		31.00	33.00			33.00	2,066,869	33.00	2,074,232
510102	Permanent Part Time Salaries									
	Houseworkers	MN-1	0.48	0.48	34,743	36,513	0.48	17,010	0.48	17,010
	Members Board of Examiners (3)					$30 / mtg.		300		300
	Subtotal		0.48	0.48			0.48	17,310	0.48	17,310
510901	Temporary Part Time Salaries									
	Inspectors		0.65	0.65			0.65	54,365	1.13	54,365
	Pest Control Technician		0.00	0.49			0.49	21,189	0.49	21,189
	Summer Workers		0.80	0.80			0.80	31,644	0.80	31,644
	Subtotal		1.45	1.94			1.94	107,197	2.42	107,197
	Other									
510140	Shift Differential							2,500		2,500
510300	Regular Overtime							42,944		42,944
513044	Longevity Pay							18,075		18,525
514405	OPM Stipend							11,260		16,890
515501	Clothing/Uniform Allowance / In Lieu of Boots							7,950		7,950
	Less Charge off to Capital Projects							(11,260)		(16,890)
	Subtotal							71,469		71,919
	Total		**32.93**	**35.42**			**35.42**	**2,262,845**	**35.90**	**2,270,659**

TOWN BUILDING REPAIR AND MAINTENANCE LIST

	ESTIMATE
Fire Station No. 1 (Install dryer for bunker gear)	$4,500
Fire Station No. 4 (Install dryer for bunker gear)	$3,500
Fire Station No. 6 (Connect new bunker gear washer and dryer)	$5,500
Fire Station No. 7 (Connect new bunker gear washer and dryer)	$4,000
Main Library (Replace windows and other projects)	$57,700
REPAIRS GRAND TOTAL	**$75,200**

GENERAL SERVICES – TOWN BUILDINGS

BURNER/BOILER SERVICE	
PREVENTATIVE MAINTENANCE	$20,000
BOILER/STEAMFITTING REPAIRS	$15,000
BOILER WATER INSPECTIONS	$2,600
BOILER WATER TREATMENT	$1,500
INSULATION	$2,500
REFRACTORY	$500
ENERGY MANAGEMENT SYSTEMS	$8,500
	$50,600
GLAZING SERVICES	
REPLACEMENT	$7,500
WINDOW WASHING - EXTERIOR	$11,400
SHADE REPAIR	$1,500
	$20,400
PAINTING SERVICE	
INTERIOR/EXTERIOR	$10,000
	$10,000
HVAC SERVICE	
PREVENTATIVE MAINTENANCE	$50,000
REPAIRS	$35,000
	$85,000
ELEVATOR SERVICE	
PREVENTATIVE MAINTENANCE/TESTING	$12,750
STATE TESTING	$11,200
REPAIRS	$67,000
	$90,950
EMERGENCY GENERATOR SERVICE	
PREVENTATIVE MAINTENANCE	$5,000
REPAIRS	$12,500
	$17,500
FIRE SAFETY SERVICE	
PM PLYMOVENT SYSTEM - FIRE	$10,000
FIRE ALARM/SPRINKLER TEST	$35,000
FIRE ALARM/SPRINKLER REPAIRS	$8,500
FIRE EXTINGUISHER TEST/REPAIRS	$4,200
	$57,700

ELECTRICAL SERVICE	
PREVENTATIVE MAINTENANCE	$30,000
COMMUNICATIONS	$2,850
BURGLAR ALARM	$27,500
REPAIRS	$45,000
	$105,350
PLUMBING SERVICE	
SERVICE/DRAIN	$50,000
REPAIRS	$1,500
	$51,500
INTERIOR GENERAL	
CARPENTRY	$11,000
LOCKERS	$2,000
DOORS/LOCKS	$32,000
CEILINGS	$5,000
OTHER AND SUPPLIES	$107,625
	$157,625
EXTERIOR GENERAL	
ROOF - GUTTERS	$5,500
ROOF - INSPECTION/REPAIRS	$60,000
MASONRY- PREVENTATIVE MAINTENANCE	$2,500
MASONRY	$14,000
PEST CONTROL	$750
HAZMAT	$48,750
OTHER	$1,803
	$133,303
TOTAL TOWN GENERAL SERVICES	**$779,928**

REPAIRS TOTAL	**$75,200**
GENERAL SERVICES TOTAL	**$779,928**
REPAIRS TO TOWN BLDG'S GRAND TOTAL *	**$855,128**

GENERAL SERVICES -- SCHOOL BUILDINGS*

BURNER/BOILER SERVICE	
PREVENTATIVE MAINTENANCE	$50,000
BOILER/STEAMFITTING REPAIRS	$93,000
BOILER INSPECTIONS	$1,950
BOILER WATER TREATMENT	$2,500
INSULATION	$2,500
REFRACTORY	$7,000
ENERGY MANAGEMENT SYSTEMS	$25,000
OIL TANK CLEANING	$4,500
	$186,450
GLAZING SERVICES	
REPLACEMENT	$40,000
WINDOW WASHING EXTERIOR	$23,700
SHADE REPAIR	$18,000
	$81,700
PAINTING SERVICE	
INTERIOR/EXTERIOR	$18,000
	$18,000
PNEUMATIC SERVICE	
PREVENTATIVE MAINTENANCE	$30,000
REPAIRS	$7,500
	$37,500
HVAC SERVICE	
PREVENTATIVE MAINTENANCE	$50,000
REPAIRS	$24,000
	$74,000
ELEVATOR SERVICE	
PREVENTATIVE MAINTENANCE/TESTING	$40,000
STATE TESTING	$35,200
REPAIRS	$63,250
	$138,450
EMERGENCY GENERATOR SERVICE	
PREVENTATIVE MAINTENANCE	$10,000
REPAIRS	$4,500
	$14,500
FIRE SAFETY SERVICE	
FIRE ALARM/SPRINKLER TEST	$55,000
FIRE ALARM/SPRINKLER REPAIRS	$16,500
FIRE EXTINGUISHER TEST/REPAIRS	$9,000
	$80,500

ELECTRICAL SERVICE	
PREVENTATIVE MAINTENANCE	$30,000
COMMUNICATIONS	$1,500
BURGLAR ALARM	$24,000
REPAIRS	$80,000
	$135,500
PLUMBING SERVICE	
SERVICE/DRAIN	$7,500
REPAIRS	$45,000
	$52,500
INTERIOR GENERAL	
CARPENTRY	$40,000
LOCKERS	$2,500
DOORS/LOCKS	$23,000
CEILINGS	$22,500
OTHER AND SUPPLIES	$151,700
	$239,700
EXTERIOR GENERAL	
ROOF - GUTTERS	$15,500
ROOF - INSPECTION/REPAIRS	$125,000
MASONRY	$15,000
PEST CONTROL	$1,500
HAZMAT	$16,250
OTHER	$795
	$174,045
TOTAL SCHOOLS GENERAL SERVICES	**$1,232,845**

REPAIRS TOTAL	**$101,648**
GENERAL SERVICES TOTAL	**$1,232,845**
REPAIRS TO SCHOOL BLDG'S GRAND TOTAL	**$1,334,493**

* The spending categories for School Buildings are estimates. The allocation of the $1,334,493 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 FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Permanent Full Time Salaries	6,717,172	7,151,855	7,037,902	(113,953)	-1.6%
Temporary/Seasonal	138,053	263,673	263,673	0	0.0%
Overtime	1,050,298	259,594	259,594	0	0.0%
Other	232,307	120,622	122,969	2,347	1.9%
Subtotal	8,137,831	7,795,744	7,684,139	(111,606)	-1.4%
Services	4,322,738	3,251,447	3,375,097	123,650	3.8%
Supplies	1,536,620	920,750	920,750	0	0.0%
Other	123,269	53,500	53,500	0	0.0%
Utilities	1,297,419	1,117,300	1,065,956	(51,344)	-4.6%
Intergovernmental	0	20,000	20,000	0	0.0%
Capital	912,687	1,057,104	991,104	(66,000)	-6.2%
TOTAL	16,330,565	14,215,846	14,110,546	(105,300)	-0.7%
BENEFITS			5,448,147		
REVENUE	3,610,407	3,368,200	3,438,200	70,000	2.1%
Water & Sewer Enterprise	26,482,879	27,828,674	28,985,259	1,156,585	4.2%

TOWN OF BROOKLINE FY2017 PROGRAM BUDGET	PROGRAM GROUP: Public Works PROGRAM: Public Works

BUDGET STATEMENT

The FY17 budget reflects a decrease of $105,300 (0.7%). Personnel decreases $111,606 (1.4%) primarily due to the elimination of three Sanitation Laborers ($130,570). This decrease is slightly offset by an increase in Steps ($16,617) and Longevity ($2,347).

The increase in Services ($123,650, 3.8%) is mainly driven by growth in the Solid Waste Disposal Contract ($221,573), as well as a Copier Lease ($1,024), Data Storage Services for Parking Meters ($35,424), General Consulting ($40,000), Printing Services ($6,200) and Landscaping Services ($7,429). These increases are partially offset by decreases in Motor Vehicle Leases ($28,000) and Banking Services ($160,000).

Supplies and Other are level funded. The decrease in Utilities ($55,439, 5.0%) reflects lower contractual prices for Diesel Fuel ($36,618) and Gasoline ($35,756) and savings in Electricity ($35,096), which are primarily the result of the LED street light replacement program. These are offset by increases in Water and Sewer charges ($46,060) and Natural Gas ($5,971).

Capital decreases $66,000 (6.2%) and funds the equipment detailed in the Capital Outlay Summary (see Section II). Decrease is related to money appropriated in FY16 used to replace forestry truck.

FY2017 OBJECTIVES

Administration

1. To develop and implement a department-wide computerized tracking system for employee licenses and certifications.
2. To present updated Utility Regulations (Water, Sewer and Stormwater) to the Board of Selectmen for enactment.
3. To implement an Automated Waste Collection System using wheeled carts for municipal solid waste.
4. To develop a departmental Succession Plan for all Public Works Divisions.

Engineering & Transportation

1. To continue to implement the Pedestrian & Bicycle Improvements recommended by the Selectmen's Emerald Necklace Pedestrian & Bicycle Advisory Committee.
2. To oversee the implementation of the bicycle safety improvements on Beacon Street westbound between Marion Street and Westbourne Terrace and Babcock Street.
3. To oversee the town-wide installation of IPS single space parking meters over a five year period and continue to monitor the public parking supply and request changes by the Transportation Board to improve utilization.
4. To complete the transition of Town owned street lights from High Pressure Sodium to LED.
5. To design safety improvement plans for Clinton Road and Woodland Road and oversee the construction of approved plans on Tappan Street, Blake Road, and Gardner Road.
6. To oversee the implementation of the Complete Streets Policy for the Town of Brookline.
7. To work with the MBTA and our consultant to implement a pilot Transit Signal Prioritization system on the C-Line and develop a cost benefit analysis for a future build out.
8. To bring Brookline Reservoir in Regulatory Compliance with DCR Office of Dam Safety.
9. To bring the Pavement Condition Index to 70.
10. To complete design work for capping the rear landfill.
11. To oversee the completion of the practice range at Putterham Meadows Golf Course.

Highway & Sanitation

1. To complete the renovation of the Municipal Service Center.
2. Start the 4th Phase of a 4 phase project of the installation of the new LED street light fixtures.
3. To up upgrade our Automatic Vehicle Location (AVL) systems to give us more comprehension report on snow and ice programs
4. To continue to increase recycling of damaged concrete and asphalt sidewalk into product that can be reused on new projects.
5. To continue to work with the Pay As You Throw (PAYT) task force to implement a Toter system for curb side collection of solid waste.
6. To change the Hazardous Recycling Facility drop-off to every Tuesday from May – October and to allow for one Saturday and one Sunday opening per season.
7. To complete a comprehensive study on our existing fire alarm infrastructure.

FY2017 OBJECTIVES (Con't.)

Highway & Sanitation (Con't.)

8. To adhere to the vehicle replacement policy adopted by the Selectmen following the Green Community guidelines.
9. To maintain an aggressive code enforcement campaign to improve the environmental quality and aesthetics of the community.
10. To continue technical training through American Public Works Association (APWA) and Original Equipment Manufacturer (OME) seminars.
11. To continued huge success with our in house program of sidewalk replacement program.

Parks and Open Space

1. To complete substantial construction of the Brookline Avenue Playground Renovation Project.
2. To celebrate the grand opening of the new Fisher Hill Reservoir Park.
3. To dedicate Riverway Park in Brookline to Michael and Kitty Dukakis.
4. To continue Phase I Construction and Phase II design for the Muddy River Restoration Project and continue work with project partners, the Massachusetts Congressional Delegation, and the Army Corps of Engineers on the full design, funding and implementation of the comprehensive project.
5. To continue support and development of the Green Dog Program.
6. To complete design and specifications for clear and consistent park identification, rules and regulations signage program for Brookline Parks and Open Space System.
7. To commence construction and renovation of the roadways, parking, paths and lighting at Larz Anderson Park.
8. To complete construction for the renovation of Pierce and Brookline Avenue Playgrounds.
9. To complete construction bid documents for the renovation of Emerson and Corey Hill Playgrounds.
10. To complete the public process and update the Town's Open Space Plan.
11. To complete construction of the Emerald Necklace Bicycle-Pedestrian Crossing Project.

FY2016 ACCOMPLISHMENTS

Administration

1. Developed a comprehensive Safety Manual for department-wide operations and issued Field Safety Guides to all supervisors.
2. Prepared a Strategic Plan for the Department that presents our *Mission*, details our *Vision* and identifies our *Values.*
3. Successfully completed the American Public Works Association (APWA) Re-Accreditation review which is conducted every 4 years in compliance with the terms and conditions of our 2011 National Accreditation.
4. Worked with the Building Commission to begin renovations to the Municipal Service Center.
5. Implemented an On-line Customer Portal for access to account history, water and sewer usage and billing inquiries for all utility customers.
6. Continued working with the project partners (Boston, Brookline and Mass DCR) and the Army Corps of Engineers on the full design, funding and implementation of Phase II of the Muddy River Restoration Project.

Engineering & Transportation

1. Started the process of capping the rear landfill with a neighborhood kickoff meeting.
2. Oversaw the completion of the Fisher Hill Park project.
3. Reconstructed Fisher Avenue from Clinton Road to Boylston Street.
4. Completed existing conditions survey of the stairs at Beacon Street and Westbourne Terrace in preparation of designing a handicap ramp to replace the existing chair lift.
5. Demolished the pedestrian bridge in Brookline Village.
6. Managed the design of a pedestrian/bike crossing in Brookline Village.
7. Assisted in the permitting and supervised the construction of a practice range at Putterham Meadows Golf Course.
8. Reviewed and approved the site plan for the Registered Marijuana Dispensary.
9. Reviewed the site plan for Hancock Village residential development.
10. Oversaw the installation of approved bicycle accommodations on Newton and Goddard Streets and St. Paul Street north of Beacon Street including the Town's first seasonal cycle track and left turn queue boxes.
11. Designed a plan to improve bicycle safety on Beacon Street westbound between Marion Street and Westbourne Terrace and Babcock Street.
12. Continued to build the bicycle parking supply through the installation of additional bicycle racks and the cycle stall in our commercial areas.
13. Worked with members of the Complete Streets Study Committee to draft a new Complete Streets Policy for the Town.
14. Oversaw the construction of approved Safety Improvement Projects for Heath Street (Town line to Hammond Pond Parkway), Fisher Avenue, and Buckminster Road.
15. Designed safety improvements for the intersection of Tappan Street & Blake Road, Garrison and Blake Road.
16. Continued to oversee the transition of Town owned street lights from High Pressure Sodium to LED.

FY2016 ACCOMPLISHMENTS (Con't.)

Engineering and Transportation (con't.)

17. Worked with staff from the Economic Development Office, Brookline Police Department, and representatives from the merchant community to develop a plan to improve utilization of our public parking supply including a new meter rate structure, new meter time limit structure, and deployment of IPS single space credit card meters.
18. Initiated the study of a Pay by Cell parking payment system.

Highway and Sanitation

1. Started renovations to the Municipal Service Center.
2. Completed the 3rd Phase of the LED Streetlight Replacement Program.
3. Completed the transition to the web-based technology on assigning and completing work orders in the field as well as updating our assets.
4. Completed a Workplace Safety Program.
5. Adhered to the vehicle replacement policy adopted by the Selectmen following the Green Community guidelines.
6. Effectively continued the technical training program through APWA and OME seminars.

Parks and Open Space

1. Completed construction on the Fisher Hill Reservoir Park project including stabilization and renovation of the historic gatehouse exterior and installation of historic windows and door.
2. Celebrated the reopening of Waldstein Playground and Eliot Playground/Warren Field renovation projects.
3. Completed construction bid documents and commenced construction of the Emerald Necklace Bicycle and Pedestrian Crossing Project.
4. Commenced commercial area vibrancy initiatives including renovation of Hickey Triangle in Brookline Village and improvements to St. John and Green Street area in Coolidge Corner.
5. Executed a contract for fabrication and installation of wayfinding and interpretive signage for Dane Park, D. Blakely Hoar Nature Sanctuary, Skyline Park and Lost Pond Nature Sanctuary.
6. Provided technical and project management support to the Army Corps of Engineers on the Phase I construction for the Muddy River Restoration Project.
7. Continued the Brookline in Bloom Bulb Planting Program with over 40,000 bulbs planted in town parks, schools grounds, town grounds and commercial areas.

FY2016 ACCOMPLISHMENTS (Con't.)

Parks and Open Space (con't.)

7. Completed design bid documents for fabrication of doors and hardware for the tombs along Boylston Ave. and the Pierce Tomb at the historic Old Burying Ground.
8. Raised over $50,000 in private and grant funds and completed improvements to the Michael and Kitty Dukakis Dedication in Riverway Park.
9. Completed the design review process for the reconstruction of the roadways and paths at Larz Anderson Park.
10. Commenced construction for the renovation of Brookline Avenue Playground.
11. Commenced construction for the renovation of Pierce Playground.
12. Successfully commenced implementation of the Emerald Necklace Tree Inventory and Management Plan with the Emerald Necklace Conservancy/Olmsted Tree Society.
13. Completed improvements to Linden Square.
14. Commenced the Design Review Process for the renovation of Emerson and Corey Hill Playgrounds.
15. Updated the Park Rules and Regulations and completed the design, language and specifications for new town wide signage.
16. Complete renovation of the Runkle School and Heath School field improvements and implemented a field sustainability/rest initiative.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2014	ESTIMATE FY2015	ACTUAL FY2015	ESTIMATE FY2016	ESTIMATE FY2017
ENGINEERING/ TRANSPORTATION					
% of Roadway Rehab	5.7%	4.0%	5.6%	5.5%	5.5%
Average Pavement Condition Index (PCI) For all Streets and Road Segments	68.2	67	68	69	70
Overnight Parking Spaces (average utilization)	129	84	138	84	92
Street Permits	789	825	719	830	750
Public Utility Construction Reviews	6	5	5	5	5
Traffic Counts	32	40	35	40	35
Reduction of Motor Vehicle Speed Post-Traffic Calming Measures	6.5MPH	>5MPH	>5MPH	>5MPH	>5MPH
CATV Plan Review	0	0	0	0	0
Taxi Cab Licenses	182	182	182	182	120
Inspections of Town Licensed Taxi Cabs	400	400	384	400	260
Contracts Administered	34	25	23	30	25
Plot Plan Approvals/ Inspections	40	35	34	35	35
Parking Permits					
Commercial	610	690	777	690	693
Residential	3,766	3,300	2,700	3,300	3,300
Temporary	5,514	5,500	5,450	5,500	5,400
Moving/Construction Signs	5,619	5,000	2,016	5,000	5,000
Parking/Traffic Inquiries	5,000	5,000	5,000	5,000	5,000

PERFORMANCE / WORKLOAD INDICATORS (con't.)

	ACTUAL FY2014	ESTIMATE FY2015	ACTUAL FY2015	ESTIMATE FY2016	ESTIMATE FY2017
HIGHWAY					
Snow Accumulation	63"	43"	102.5"	43"	43"
Snow Removal By-Law Enforcement					
Warnings Issued	62	100	172	150	75
Citations Issued	10	30	30	50	50
Concrete Sidewalks Placed (cu. yds.)	848	900	836	900	900
Asphalt Installed (tons)	817	800	796	850	800
Recycled Roadway Products (tons)	1,888	1,900	1,932	1,900	1,900
Sign Installations	669	750	723	750	750
Traffic Signal Repair Calls	105	100	111	110	110
Fire Alarm Service Calls	31	40	25	40	35
Parking Meter Repairs	1,911	1,800	1,935	1,800	1,800
Service Calls	6,197	6,000	6,453	6,000	6,000
Pavement Markings					
Crosswalks	530	550	545	550	550
Lines	640,000	650,000	712,803	650,000	700,000
Street Light Outages	932	900	745	600	600
% of CDL Drivers Drug/ Alcohol tested	75%	75%	75%	75%	75%
Statutory Inspections of Town-owned Vehicles	392	390	392	390	390
Scheduled Preventative Maintenance Work Orders (Vehicles)	829	1000	854	1,000	900
Automotive Technician Training Session Hours	208	200	216	200	200
Street Cleaning (tons)	1,119	1,300	1,012	1,300	1,200

PERFORMANCE / WORKLOAD INDICATORS (con't.)

	ACTUAL FY2014	ESTIMATE FY2015	ACTUAL FY2015	ESTIMATE FY2016	ESTIMATE FY2017
SANITATION					
Solid Waste (tons)	9,127	9,000	9,141	9,000	9,000
Collection/Disposal					
Cost per ton	$288	$297	$259	$284	$266
Recycling (tons)					
Commingled/Paper	5,297	5,500	5,242	5,500	5,500
Cost per ton	$190	$186	$201	$186	$209
Metal	40	50	92	50	85
Composting (tons)	3,172	3,500	3,100	3,500	3,400
% of Solid Waste Diverted Due to Recyc./Compost	52.0%	51%	51.0%	53.0%	52.0%
Commercial Refuse Establishments	55	50	62	60	65
PARKS AND OPEN SPACE					
Wetlands Permits and Certificates Issued	7	6	8	6	6
Turf Grass Restoration Program in Acres	143	120	130	120	130
Graffiti Removed (# sites)	8	20	10	15	10
Landscape Improvements to School Grounds incl. Aeration, Overseeding (acres)	35	45	23	45	25
Vandalism Repairs	0	10	2	5	5
Maintenance Requests Closed within 3 days	85%	85%	85%	85%	85%

PERFORMANCE / WORKLOAD INDICATORS (con't.)

	ACTUAL FY2014	ESTIMATE FY2015	ACTUAL FY2015	ESTIMATE FY2016	ESTIMATE FY2017
Public Shade Trees					
Removed	156	160	153	160	160
Planted	340	250	262	270	270
Dangerous Limbs and Hangers Removed	360	500	368	280	280
Pruning and Lifting Trees on Streets (# of streets)	21	12	13	13	12
Citizen Requests for Pruning of Town-owned Trees	846	450	647	500	600
Tree Lawns Loamed & Seeded	0	0	2	0	2
Cemetery:					
Burials	62	70	86	70	70
Headstones Set	23	30	28	30	20
Plots sold	30	40	23	35	30

TOWN OF BROOKLINE FY2017 PROGRAM BUDGET	PROGRAM GROUP: Public Works PROGRAM: Public Works

SUMMARY OF SUBPROGRAMS

SUBPROGRAMS	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Administration	874,470	872,392	874,473	2,080	0.2%
Engineering/Transportation	1,165,797	1,283,424	1,222,661	(60,763)	-4.7%
Highway	8,109,620	5,305,748	5,391,252	85,505	1.6%
Sanitation	2,858,581	3,092,724	2,996,227	(96,496)	-3.1%
Parks and Open Space	3,322,096	3,661,556	3,625,933	(35,623)	-1.0%
TOTAL	16,330,562	14,215,843	14,110,546	(105,297)	-0.7%

Administration

SUBPROGRAM COSTS

CLASS OF EXPENDITURE	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	772,365	745,908	746,964	1,056	0.1%
Services	56,984	96,880	97,904	1,024	1.1%
Supplies	6,796	4,500	4,500	0	0.0%
Other	13,784	22,900	22,900	0	0.0%
Capital	24,541	2,205	2,205	0	0.0%
TOTAL	874,470	872,392	874,473	2,080	0.2%

Engineering/Transportation

SUBPROGRAM COSTS

CLASS OF EXPENDITURE	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	900,943	955,495	968,108	12,613	1.3%
Services	242,293	294,244	220,868	(73,376)	-24.9%
Supplies	16,820	18,330	18,330	0	0.0%
Other	2,308	10,000	10,000	0	0.0%
Capital	3,433	5,355	5,355	0	0.0%
TOTAL	1,165,797	1,283,424	1,222,661	(60,763)	-4.7%

Highway

SUBPROGRAM COSTS

CLASS OF EXPENDITURE	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	3,537,292	3,053,045	3,054,685	1,640	0.1%
Services	1,851,116	479,685	479,685	0	0.0%
Supplies	1,292,404	639,322	639,322	0	0.0%
Other	98,996	9,000	9,000	0	0.0%
Utilities	904,955	790,385	713,551	(76,834)	-9.7%
Capital	424,857	334,311	495,010	160,699	48.1%
TOTAL	8,109,620	5,305,748	5,391,252	85,505	1.6%

Sanitation

SUBPROGRAM COSTS

CLASS OF EXPENDITURE	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	876,636	873,047	743,616	(129,431)	-14.8%
Services	1,620,674	1,665,728	1,882,301	216,573	13.0%
Supplies	32,139	63,640	63,640	0	0.0%
Other		0	0	0	0.0%
Utilities	10,770	14,306	14,306	0	0.0%
Capital	318,363	476,002	292,364	(183,638)	-38.6%
TOTAL	2,858,581	3,092,724	2,996,227	(96,496)	-3.1%

Parks and Open Space

SUBPROGRAM COSTS

CLASS OF EXPENDITURE	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	2,050,596	2,168,247	2,170,765	2,519	0.1%
Services	551,671	714,911	694,340	(20,571)	-2.9%
Supplies	188,462	194,958	194,958	0	0.0%
Intergovernmental		20,000	20,000	0	0.0%
Other	8,181	11,600	11,600	0	0.0%
Utilities	381,694	312,609	338,099	25,490	8.2%
Capital	141,493	239,231	196,170	(43,061)	-18.0%
TOTAL	3,322,096	3,661,556	3,625,933	(35,623)	-1.0%

TOWN OF BROOKLINE FY2017 PROGRAM BUDGET	PROGRAM GROUP: Public Works PROGRAM: Public Works

SUMMARY OF ELEMENTS

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Engineering	588,190	737,506	753,891	16,386	2.2%
Transportation	577,608	545,918	468,769	(77,149)	-14.1%
TOTAL	1,165,797	1,283,424	1,222,661	(60,763)	-4.7%

Engineering

ELEMENT COST

CLASS OF EXPENDITURE	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	552,982	679,337	689,523	10,186	1.5%
Services	19,197	31,744	37,944	6,200	19.5%
Supplies	10,820	12,330	12,330	0	0.0%
Other	2,308	10,000	10,000	0	0.0%
Capital	2,882	4,095	4,095	0	0.0%
TOTAL	588,190	737,506	753,891	16,386	2.2%

Transportation

ELEMENT COST

CLASS OF EXPENDITURE	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	347,960	276,158	278,585	2,427	0.9%
Services	223,096	262,500	182,924	(79,576)	-30.3%
Supplies	6,000	6,000	6,000	0	0.0%
Other	0	0	0	0	0.0%
Capital	552	1,260	1,260	0	0.0%
TOTAL	577,608	545,918	468,769	(77,149)	-14.1%

TOWN OF BROOKLINE FY2017 PROGRAM BUDGET	PROGRAM GROUP: Public Works PROGRAM: Public Works

HIGHWAY

SUMMARY OF ELEMENTS

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Road Maintenance	963,713	1,235,034	1,346,885	111,851	9.1%
Cleaning	893,711	718,253	718,416	163	0.0%
Snow Removal	3,236,779	497,308	482,809	(14,500)	-2.9%
Traffic	1,298,780	1,265,479	1,234,642	(30,838)	-2.4%
M.E. Maintenance	1,716,638	1,589,673	1,608,501	18,829	1.2%
TOTAL	8,109,620	5,305,748	5,391,252	85,505	1.6%

Snow Removal

ELEMENT COST

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	764,297	91,355	91,355	0	0.0%
Services	1,496,782	134,186	134,186	0	0.0%
Supplies	859,704	163,268	163,268	0	0.0%
Other	98,996	2,000	2,000	0	0.0%
Utilities	17,000	0	0	0	0.0%
Capital	0	106,500	92,000	(14,500)	0.0%
TOTAL	3,236,779	497,308	482,809	(14,500)	-2.9%

Road Maintenance

ELEMENT COST

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	812,453	1,037,690	1,038,841	1,151	0.1%
Services	653	6,204	6,204	0	0.0%
Supplies	91,278	107,935	107,935	0	0.0%
Other	0	4,000	4,000	0	0.0%
Capital	59,330	79,205	189,905	110,700	139.8%
TOTAL	963,713	1,235,034	1,346,885	111,851	9.1%

Traffic

ELEMENT COST

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	575,716	524,451	524,614	163	0.0%
Services	142,931	169,449	169,449	0	0.0%
Supplies	69,426	96,665	96,665	0	0.0%
Other	0	0	0	0	0.0%
Utilities	430,607	442,770	411,769	(31,001)	-7.0%
Capital	80,100	32,145	32,145	0	0.0%
TOTAL	1,298,780	1,265,479	1,234,642	(30,838)	-2.4%

Cleaning

ELEMENT COST

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	646,984	646,445	646,607	163	0.0%
Services	653	776	776	0	0.0%
Supplies	3,000	6,900	6,900	0	0.0%
Other	0	0	0	0	0.0%
Capital	243,074	64,133	64,133	0	0.0%
TOTAL	893,711	718,253	718,416	163	0.0%

M.E. Maintenance

ELEMENT COST

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	737,843	753,104	753,267	163	0.0%
Services	210,097	169,072	169,072	0	0.0%
Supplies	268,997	264,554	264,554	0	0.0%
Other	0	3,000	3,000	0	0.0%
Utilities	457,348	347,615	301,782	(45,834)	-13.2%
Capital	42,353	52,328	116,827	64,499	123.3%
TOTAL	1,716,638	1,589,673	1,608,501	18,829	1.2%

PARKS AND OPEN SPACE

SUMMARY OF ELEMENTS

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Conservation	142,546	141,553	141,827	274	0.2%
Public Grounds	1,860,132	1,987,805	2,004,794	16,989	0.9%
School Grounds	771,242	845,303	792,213	(53,090)	-6.3%
Forestry	354,375	465,069	439,483	(25,587)	-5.5%
Cemetery	213,802	221,825	247,615	25,790	11.6%
TOTAL	3,342,096	3,661,556	3,625,933	(35,623)	-1.0%

School Grounds

ELEMENT COST

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	547,461	618,793	618,495	(298)	0.0%
Services	95,707	108,176	108,176	0	0.0%
Supplies	39,725	43,698	43,698	0	0.0%
Other	0	0	0	0	0.0%
Utilities	17,398	20,899	20,899	0	0.0%
Capital	70,951	53,737	945	(52,792)	-98.2%
TOTAL	771,242	845,303	792,213	(53,090)	-6.3%

Conservation

ELEMENT COST

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	113,284	110,208	110,482	274	0.2%
Services	6,047	6,800	6,800	0	0.0%
Supplies	1,420	1,500	1,500	0	0.0%
Other	1,096	2,100	2,100	0	0.0%
Intergovernmental	20,000	20,000	20,000	0	0.0%
Capital	698	945	945	0	0.0%
TOTAL	142,546	141,553	141,827	274	0.2%

Forestry

ELEMENT COST

CLASS OF EXPENDITURE	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	218,622	234,139	235,553	1,413	0.6%
Services	123,947	158,015	130,015	(28,000)	-17.7%
Supplies	11,574	6,600	6,600	0	0.0%
Other	0	0	0	0	0.0%
Capital	233	66,315	67,315	1,000	1.5%
TOTAL	354,375	465,069	439,483	(25,587)	-5.5%

Public Grounds

ELEMENT COST

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	977,478	1,011,440	1,011,989	548	0.1%
Services	312,368	427,884	435,313	7,429	1.7%
Supplies	133,080	139,780	139,780	0	0.0%
Other	7,085	9,000	9,000	0	0.0%
Utilities	360,696	288,573	314,063	25,490	8.8%
Capital	69,426	111,128	94,650	(16,478)	-14.8%
TOTAL	1,860,132	1,987,805	2,004,794	16,989	0.9%

Cemetery

ELEMENT COST

CLASS OF EXPENDITURE	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	193,751	193,665	194,247	581	0.3%
Services	13,601	14,036	14,036	0	0.0%
Supplies	2,664	3,380	3,380	0	0.0%
Other	0	500	500	0	0.0%
Utilities	3,600	3,138	3,138	0	0.0%
Capital	185	7,106	32,315	25,209	354.8%
TOTAL	213,802	221,825	247,615	25,790	11.6%

TOWN OF BROOKLINE FY2017 PROGRAM BUDGET	PROGRAM GROUP: Public Works PROGRAM: Administration

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2014	NUMBER OF POSITIONS FUNDED FY2015	FY2016 SALARY RANGE LOW	FY2016 SALARY RANGE HIGH	FY2016 BUDGET NO.	FY2016 BUDGET AMOUNT	FY2017 RECOMMENDATION NO.	FY2017 RECOMMENDATION AMOUNT
	ADMINISTRATION									
510101	Permanent Full Time Salaries									
	Commissioner	D-9	1.00	1.00	132,033	155,529	1.00	155,529	1.00	155,529
	Director of Engineering/Transportation	D-6	1.00	1.00	105,792	124,617	1.00	124,617	1.00	124,617
	Director Highway/Sanitation	D-5	1.00	1.00	97,955	115,387	1.00	113,681	1.00	115,387
	Director of Parks and Open Space	D-5	1.00	1.00	97,955	115,387	1.00	115,387	1.00	115,387
	Administrative Manager	T-8	1.00	1.00	71,480	80,876	1.00	80,876	1.00	80,876
	Accounting/Systems Assistant	C-10	1.00	1.00	54,007	56,308	1.00	56,308	1.00	56,308
	Senior Office Assistant	C-5	2.00	2.00	42,327	44,267	2.00	91,485	2.00	91,485
	Subtotal		8.00	8.00			8.00	737,883	8.00	739,589
	Other									
513044	Longevity Pay							6,975		6,325
514501	Extra Comp. (In Lieu of Boots)							1,050		1,050
	Subtotal							8,025		7,375
	Total		8.00	8.00			8.00	745,908	8.00	746,964

TOWN OF BROOKLINE FY2017 PROGRAM BUDGET	PROGRAM GROUP: Public Works PROGRAM: Engineering/Transportation

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2014	NUMBER OF POSITIONS FUNDED FY2015	FY2016 SALARY RANGE LOW	FY2016 SALARY RANGE HIGH	FY2016 BUDGET NO.	FY2016 BUDGET AMOUNT	FY2017 RECOMMENDATION NO.	FY2017 RECOMMENDATION AMOUNT
	ENGINEERING/TRANSPORTATION									
510101	Permanent Full Time Salaries									
	Transportation Administrator	T-12	1.00	1.00	85,230	96,434	1.00	96,434	1.00	96,434
	Civil Engineer V	EN-5	2.00	2.00	81,850	92,556	2.00	178,694	2.00	181,874
	Project Coordinator	EN-5	1.00	1.00	81,850	92,556	1.00	90,937	1.00	92,556
	Environmental Engineer	EN-5	1.00	1.00	81,850	92,556	1.00	90,937	1.00	92,556
	Transportation Engineer	EN-4	1.00	1.00	75,447	85,316	1.00	79,548	1.00	80,964
	Civil Engineer IV	EN-4	3.00	3.00	75,447	85,316	3.00	237,554	3.00	240,264
	Civil Engineer III	EN-3	2.00	2.00	65,662	74,321	2.00	148,642	2.00	148,642
	Permit Inspector	EN-2	1.00	1.00	63,869	72,266	1.00	67,342	1.00	68,540
	Administrative Assistant	C-8	1.50	2.00	46,870	48,855	2.00	96,163	2.00	96,549
	Subtotal		13.50	14.00			14.00	1,086,251	14.00	1,098,378
	Less Charge Off 1 Civil Engineer IV to Wastewater Projects (CIP Funds)							(76,790)		(78,157)
	Less Charge Off Permit Inspector to Street Construction Projects (CIP Funds)							(67,342)		(68,540)
	Net Total		13.50	14.00			14.00	942,119	14.00	951,681
	Other									
510300	Overtime							7,327		7,327
513044	Longevity Pay							4,450		7,500
514501	Extra Comp. (In Lieu of Boots)							1,600		1,600
	Subtotal							13,377		16,427
	Total		13.50	14.00			14.00	955,496	14.00	968,108

TOWN OF BROOKLINE FY2017 PROGRAM BUDGET	PROGRAM GROUP: Public Works PROGRAM: Highway

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2014	NUMBER OF POSITIONS FUNDED FY2015	FY2016 SALARY RANGE LOW	FY2016 SALARY RANGE HIGH	FY2016 BUDGET NO.	FY2016 BUDGET AMOUNT	FY2017 RECOMMENDATION NO.	FY2017 RECOMMENDATION AMOUNT
	HIGHWAY									
510101	Permanent Full Time Salaries									
	Fleet Supervisor	T-9	1.00	1.00	74,339	84,112	1.00	84,112	1.00	84,112
	Operations Manager	T-9	1.00	1.00	74,339	84,112	1.00	84,112	1.00	84,112
	General Foreman	GN-13	1.00	1.00	71,458	75,053	1.00	75,053	1.00	75,053
	Traffic and Fire Alarm System Supervisor	GN-13	1.00	1.00	71,458	75,053	1.00	75,053	1.00	75,053
	Motor Equipment Repair Foreman	GN-11	1.00	1.00	66,548	69,897	1.00	69,897	1.00	69,897
	Superintendent of Fire Alarm	GN-11	1.00	1.00	66,548	69,897	1.00	69,241	1.00	69,241
	Construction Supervisor	GN-9	0.00	1.00	58,008	60,927	1.00	59,938	1.00	60,927
	Signal Maintainer	GN-8	1.00	1.00	55,777	58,583	1.00	58,583	1.00	58,583
	Traffic System Technician	LN-7	1.00	1.00		56,454	1.00	56,454	1.00	56,454
	Administrative Assistant	C-8	1.00	1.00	46,870	52,112	1.00	52,112	1.00	52,112
	Working Foreman Motor Equipment Repair	LN-7	2.00	2.00		56,454	2.00	112,909	2.00	112,909
	Welder/Metal Fabricator	LN-7	1.00	1.00		56,454	1.00	56,454	1.00	56,454
	Supervisor of Construction Trades	LN-7	1.00	1.00		56,454	1.00	56,454	1.00	56,454
	Working Foreman Highway	LN-6	6.00	5.00		54,500	5.00	272,501	5.00	272,501
	Motor Equipment Repairperson	LN-6	5.00	5.00		54,500	5.00	272,502	5.00	272,502
	Storekeeper	LN-6	1.00	1.00		54,500	1.00	54,500	1.00	54,500
	MEO III	LN-5	4.00	4.00		53,420	4.00	213,682	4.00	213,682
	Mason	LN-3	1.00	1.00		47,996	1.00	47,996	1.00	47,996
	Highway Maintenance Craftsperson	LN-3	2.00	2.00		47,996	2.00	95,992	2.00	95,992
	Carpenter Laborer Craftsperson	LN-3	1.00	1.00		47,996	1.00	47,996	1.00	47,996
	MEO II	LN-3	13.00	13.00		47,996	13.00	623,952	13.00	623,952
	Painter and Laborer	LN-2	2.00	2.00		45,914	2.00	91,828	2.00	91,828
	MEO I	LN-2	2.00	2.00		45,914	2.00	91,829	2.00	91,829
	Laborer	LN-1	2.00	2.00		43,523	2.00	87,047	2.00	87,047
	Subtotal		52.00	52.00			52.00	2,810,196	52.00	2,811,186
	Other									
510140	Shift Differential							19,969		19,969
510143	Working-Out-of-Classification Pay							13,962		13,962
	Overtime Total							168,791		168,792
510300	Snow							87,601		87,601
510343	Emergency							19,687		19,687
510344	Scheduled							37,354		37,354
510345	Special Events							7,170		7,170
510346	Taxi Cab Inspections							16,979		16,979
513044	Longevity Pay							19,176		19,825
514501	Extra Comp. (In Lieu of Boots)							350		350
515501	Uniform/Clothing Allowance							18,600		18,600
515505	Tool Allowance							2,000		2,000
	Subtotal							242,849		243,498
	Total		52.00	52.00			52.00	3,053,045	52.00	3,054,685

TOWN OF BROOKLINE FY2017 PROGRAM BUDGET	PROGRAM GROUP: Public Works PROGRAM: Sanitation

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2014	NUMBER OF POSITIONS FUNDED FY2015	FY2016 SALARY RANGE LOW	FY2016 SALARY RANGE HIGH	FY2016 BUDGET NO.	FY2016 BUDGET AMOUNT	FY2017 RECOMMENDATION NO.	FY2017 RECOMMENDATION AMOUNT
	SANITATION									
510101	Permanent Full Time Salaries									
	Environmental Health Supervisor	T-8	1.00	1.00	71,480	80,876	1.00	80,876	1.00	80,876
	Sanitation Foreman	GN-9	1.00	1.00	58,008	60,927	1.00	59,938	1.00	60,927
	Environmental Health Specialist	GN-8	1.00	1.00	55,777	58,583	1.00	58,583	1.00	58,583
	Sanitation Truck Supervisor	LN-5	4.00	4.00		53,420	4.00	213,680	4.00	213,680
	MEO II	LN-3	4.00	4.00		47,996	4.00	191,985	4.00	191,985
	Transfer Station Scale Operator	LN-3	1.00	1.00		47,996	1.00	47,996	1.00	47,996
	Laborer	LN-1	3.00	3.00		43,523	3.00	130,570	0.00	0
	Subtotal		15.00	15.00			15.00	783,628	12.00	654,048
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							8,000		8,000
513044	Longevity Pay							8,475		8,625
514501	Extra Comp. (In Lieu of Boots)							350		350
515501	Uniform/Clothing Allowance							6,800		6,800
	Subtotal							30,398		30,548
	Total		17.07	17.07			17.07	873,048	14.07	743,616

TOWN OF BROOKLINE FY2017 PROGRAM BUDGET	PROGRAM GROUP: Public Works PROGRAM: Parks and Open Space

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2014	NUMBER OF POSITIONS FUNDED FY2015	FY2016 SALARY RANGE LOW	FY2016 SALARY RANGE HIGH	FY2016 BUDGET NO.	FY2016 BUDGET AMOUNT	FY2017 RECOMMENDATION NO.	FY2017 RECOMMENDATION AMOUNT
	PARKS AND OPEN SPACE									
510101	Permanent Full Time Salaries									
	Operations Manager	T-9	1.00	1.00	74,339	84,112	1.00	77,009	1.00	78,380
	Conservation Administrator	T-9	1.00	1.00	74,339	84,112	1.00	84,112	1.00	84,112
	Landscape Planner/Architect	T-9	1.00	1.00	74,339	84,112	1.00	84,112	1.00	84,112
	General Foreman	GN-13	1.00	1.00	71,458	75,053	1.00	75,053	1.00	75,053
	Landscape Architect	T-6	1.00	1.00	63,640	72,006	1.00	72,006	1.00	72,006
	Cemetery Supervisor	GN-9	1.00	1.00	58,008	60,927	1.00	58,008	1.00	58,965
	Forestry Supervisor	GN-9	0.00	1.00	58,008	60,927	1.00	59,938	1.00	60,927
	Administrative Assistant	C-8	1.00	1.00	46,870	52,116	1.00	51,390	1.00	51,595
	Conservation Assistant	C-8	1.00	1.00	46,870	48,855	1.00	47,513	1.00	47,513
	Athletic Fields Supervisor	GN-9	1.00	1.00	58,008	60,927	1.00	60,927	1.00	60,927
	Park Ranger	GN-8	0.43	1.00	55,777	58,583	1.00	56,697	1.00	57,632
	Zone Manager	LN-6	4.00	4.00		54,500	5.00	272,501	5.00	272,501
	Forestry Zone Manager	LN-6	1.00	0.00		54,500	1.00	54,500	1.00	54,500
	MEO III	LN-5	1.00	1.00		53,420	1.00	106,841	2.00	106,841
	Park Maintenance Craftsman	LN-3	7.00	8.00		47,996	6.00	287,977	6.00	287,977
	Gardener Laborer	LN-2	13.00	12.00		45,914	12.00	505,055	11.00	505,055
	Subtotal		35.43	36.00			36.00	1,953,639	36.00	1,958,096
	Park Project Charge Off 66% of Landscape Architect (CIP Funds)							(54,425)		(55,514)
	Recreation Revolving Fund Charge Off for Gardener Laborer (Skating Rink)							(45,914)		(45,914)
	Subtotal							1,853,300		1,856,668
510901	Temporary Part Time Salaries									
	Laborer (25 weeks)		4.79	4.79		$13.19 / hr.	4.79	136,568	4.79	136,568
	Park Ranger		0.00	0.00	$14.00 / hr.	$15.00 / hr.	1.22	67,584	1.22	67,584
	Student Intern		0.00	0.00			0.30	500	0.30	500
	Subtotal		4.79	4.79			6.31	204,652	6.31	204,652
	Other									
510140	Shift Differential							1,000		1,000
510143	Working-Out-of-Classification Pay							3,995		3,995
	Overtime Total							75,475		75,476
510300	Regular							68,770		68,771
510345	Special Events							6,705		6,705
513044	Longevity Pay							11,627		10,775
514501	Extra Comp. (In Lieu of Boots, Arborist Stipend)							6,200		6,200
515501	Uniform/Clothing Allowance							12,000		12,000
	Subtotal							110,297		109,446
	Total		40.22	40.79			42.31	2,168,248	42.31	2,170,765

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 FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Permanent Full Time Salaries	1,956,750	2,217,000	2,224,215	7,215	0.3%
Temporary/Seasonal	0	15,000	15,000	0	0.0%
Overtime	124,343	136,231	136,231	0	0.0%
Other	167,507	152,856	194,915	42,059	27.5%
Subtotal	2,248,600	2,521,086	2,570,361	49,275	2.0%
Services	277,788	353,798	353,798	0	0.0%
Supplies	119,441	123,020	123,020	0	0.0%
Other	11,235	10,580	10,580	0	0.0%
Utilities	158,312	102,945	92,054	(10,891)	-10.6%
Capital	453,692	504,800	946,800	442,000	87.6%
Intergovernmental (MWRA)	19,106,437	19,570,438	20,254,703	684,265	3.5%
Intragovernmental Reimbursement	1,973,970	1,988,729	2,057,070	68,341	3.4%
Debt Service	2,133,405	2,377,747	2,289,891	(87,856)	-3.7%
Reserve	0	275,531	286,983	11,452	4.2%
TOTAL	26,482,879	27,828,674	28,985,259	1,156,585	4.2%
BENEFITS			1,237,508		
REVENUE	26,529,207	27,828,674	28,985,259	1,156,585	4.2%

TOWN OF BROOKLINE FY2017 PROGRAM BUDGET	PROGRAM GROUP: Public Works PROGRAM: Water and Sewer Enterprise Fund

BUDGET STATEMENT

The FY17 budget reflects an increase of $1,156,585 (4.2%) primarily driven by an increase in MWRA assessments. Personnel increases $49,275 (2.0%) due to Steps ($7,215) and an assumed 2% Collective Bargaining increase ($47,809). This is slightly offset by a decrease in Longevity ($5,750).

Services, Supplies and Other remain level funded.

Utilities decrease $10,891 (10.6%) primarily due to lower contract prices for Diesel Fuel ($9,043) and Gasoline ($4,165), a decrease in Electricity ($1,985) and an increase in Natural Gas ($4,301).

Capital increases $442,000 (87.6%) for the equipment detailed in the Capital Outlay Summary in Section II. The 684,265 (3.5%) increase in Intergovernmental is 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 $68,341 (3.4%), Debt Service decreases $87,856 (3.7%) and the Reserve increases $11,452 (4.2%).

FY2017 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 continue to increase the number of catch basins cleaned to meet or exceed EPA regulations.
3. To continue improvements to the sanitary sewer distribution system to remove extraneous flows caused by inflow and infiltration.
4. To continue the annual uni-directional flushing program to protect water quality as mandated by the Department of Environmental Protection (DEP).
5. To continue 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.
6. To continue investigation and planning for the U.S. EPA Region 1 Massachusetts Small MS4 General Permit covering stormwater 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 complete repairs and upgrade telemetry and instrumentation at the Singletree Storage Tank Gatehouse originally constructed in the 1930's.

FY2016 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 and Heath Consultants.
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 seventh year of the annual uni-directional flushing program to protect water quality as mandated by the Department of Environmental Protection (DEP).
6. Completed design of improvements to the sanitary sewer distribution system to remove extraneous flows caused by inflow and infiltration. Construction to begin in the fall 2015.
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 stormwater Phase II regulated discharges as mandated by EPA.

WATER & SEWER
PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2014	ESTIMATE FY2015	ACTUAL FY2015	ESTIMATE FY2016	ESTIMATE FY2017
Performance:					
Water Demand - MGD	5.46	5.25	5.43	5.25	5.4
Avg. Daily Sanitary Flow - MGD	8.82	9.00	9.38	9.00	9.00
Unaccounted Water - %	18.9%	9.8%	19.6%	10.0%	15.0%
Catch Basin Cleaning:					
Number of Basins	1,965	2,600	2,188	2,600	2,200
% of Total Basins	68.0%	90.0%	84.2%	90.0%	85.0%
Total Sediments (tons)	976	1,150	1,725	1,150	1,700
Cross Connection Revenue	$100,035	$100,000	$94,700	$100,000	$95,000
Workload:					
Complaint Responses:					
Water	475	450	462	450	450
Sewer	180	200	195	200	200
Service Responses	725	750	680	750	750
Service Pipes Installed	167	180	190	180	180
Hydrants Repaired/ Replaced	49	60	48	50	50
Sewer Structures Repaired	124	150	135	130	130
Sewerage Blockages Repaired	35	40	17	35	30

TOWN OF BROOKLINE FY2017 PROGRAM BUDGET	PROGRAM GROUP: Public Works PROGRAM: Water and Sewer Enterprise Fund

SUBPROGRAM COSTS					
CLASS OF EXPENDITURE	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Water	11,522,354	12,065,970	12,868,163	802,192	6.6%
Sewer	14,615,507	15,762,704	16,117,096	354,392	2.2%
TOTAL	26,137,861	27,828,676	28,985,259	1,156,584	4.2%

Water

SUBPROGRAM COSTS					
CLASS OF EXPENDITURE	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	1,912,240	2,127,247	2,169,168	41,921	2.0%
Services	166,659	190,598	190,598	0	0.0%
Supplies	98,878	102,020	102,020	0	0.0%
Other	6,224	8,900	8,900	0	0.0%
Utilities	158,312	102,945	92,054	(10,891)	-10.6%
Capital	156,236	268,300	774,800	506,500	188.8%
Intergovernmental (MWRA)	6,563,979	6,930,863	7,172,743	241,880	3.5%
Intragovernmental Reimbursement	1,577,672	1,574,389	1,614,426	40,037	2.5%
Debt Service	882,154	639,683	616,047	(23,636)	-3.7%
Reserve	0	121,025	127,408	6,382	5.3%
TOTAL	11,522,354	12,065,970	12,868,163	802,192	6.6%

Sewer

SUBPROGRAM COSTS					
CLASS OF EXPENDITURE	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	301,818	393,839	401,193	7,354	1.9%
Services	111,129	163,200	163,200	0	0.0%
Supplies	20,563	21,000	21,000	0	0.0%
Other	5,011	1,680	1,680	0	-
Capital	150,071	236,500	172,000	(64,500)	-27.3%
Intergovernmental (MWRA)	12,542,458	12,639,575	13,081,960	442,385	3.5%
Intragovernmental Reimbursement	410,626	414,340	442,644	28,304	6.8%
Debt Service	1,073,832	1,738,064	1,673,844	(64,220)	-3.7%
Reserve	0	154,506	159,575	5,069	3.3%
TOTAL	14,615,507	15,762,704	16,117,096	354,392	2.2%

TOWN OF BROOKLINE FY2017 PROGRAM BUDGET	PROGRAM GROUP: Public Works PROGRAM: Water and Sewer Enterprise Fund

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2014	NUMBER OF POSITIONS FUNDED FY2015	FY2016 SALARY RANGE LOW	FY2016 SALARY RANGE HIGH	FY2016 BUDGET NO.	FY2016 BUDGET AMOUNT	FY2017 RECOMMENDATION NO.	FY2017 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Director of Water and Sewer	D-6	1.00	1.00	105,792	124,617	1.00	113,968	1.00	115,677
	Operations Manager - Water and Sewer	T-9	1.00	1.00	74,339	84,112	1.00	81,195	1.00	82,641
	Water Works Division Foreman	GN-13	1.00	1.00	71,458	75,053	1.00	72,636	1.00	73,835
	Business Manager	G-14	1.00	1.00		60,602	1.00	60,602	1.00	60,602
	Utilities Foreman	GN-9	1.00	1.00	58,008	60,927	1.00	58,008	1.00	58,965
	Water Service Inspector	GN-9	1.00	1.00	58,008	60,927	1.00	58,965	1.00	59,938
	Backflow Preventer Technician	GN-8	1.00	1.00	55,777	58,583	1.00	58,583	1.00	58,583
	Water Meter Foreman	GN-8	1.00	1.00	55,777	58,583	1.00	56,697	1.00	57,632
	Senior Clerk Typist	C-8	1.00	1.00	46,870	48,855	1.00	48,855	1.00	48,855
	Working Foreman Motor Eq. Repair	LN-7	1.00	1.00		56,454	1.00	56,454	1.00	56,454
	Working Foreman Utilities	LN-6	6.00	6.00		54,500	6.00	327,003	6.00	327,003
	Motor Equipment Repairperson	LN-6	1.00	1.00		54,500	1.00	54,500	1.00	54,500
	Storekeeper	LN-6	0.00	0.00		54,500	1.00	55,590	1.00	55,590
	MEO III	LN-5	3.00	3.00		53,420	3.00	160,264	3.00	160,260
	MEO II	LN-3	4.00	4.00		47,996	4.00	191,985	4.00	191,985
	Water Meter Serviceperson	LN-3	3.00	3.00		47,996	3.00	143,989	3.00	143,989
	Water Works Serviceperson	LN-3	4.00	4.00		47,996	3.00	143,989	3.00	143,989
	Carpenter & Laborer	LN-3	1.00	1.00		47,996	1.00	47,996	1.00	47,996
	Utility Craftsperson	LN-3	6.00	6.00		47,996	6.00	287,978	6.00	287,978
	Pipe Layer Laborer	LN-2	3.00	3.00		45,914	3.00	137,743	3.00	137,743
	Subtotal		41.00	41.00			41.00	2,217,000	41.00	2,224,215
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							16,731		16,731
510143	Working-Out-of-Classification Pay							13,294		13,294
	Overtime Total							136,231		136,231
510300	Overtime							34,301		34,301
510343	Emergencies							85,370		85,370
510344	Scheduled							16,560		16,560
513044	Longevity Pay							25,550		19,800
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							242,006		236,256
	FY16 Collective Bargaining							47,081		47,081
	FY17 Collective Bargaining									47,809
	Total		41.50	41.50			41.50	2,521,086	41.50	2,570,361

PROGRAM DESCRIPTION

The Library Trustees 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. Library service is provided from the Main Library at 361 Washington Street and from two community branch libraries: Coolidge Corner (31 Pleasant Street) and Putterham (959 West Roxbury Parkway). The Library's on-line catalog can be accessed via the Internet at BrooklineMa.gov/library.

Library holdings include more than 350,000 books, extensive back-files of periodicals and newspapers, current subscriptions to over 700 magazines, audiocassettes, videotapes, and compact discs. The Library also makes available electronic access to a growing number of information sources and to the Internet. Since 1997, the Library has been a member of the Minuteman Library Network (MLN), a cooperative on-line circulation, catalog, and information network that makes the circulating collections of 40 libraries in Eastern Massachusetts conveniently available for Brookline residents.

The Library consists of the following six sub-programs:

The **Administrative and Support Sub-program** is responsible for the organization and management of the libraries. The staff keeps informed of current developments in the library field, initiates appropriate programs to best serve the public, evaluates existing library services based on community needs, and prepares long- and short-range plans for review by the Board of Library Trustees.

The **Central Library Services Sub-program** is responsible for the selection of new books and other materials for the library's collections; answering information and reference questions in person and by telephone; maintaining general reference, fiction, and non-fiction collections; and managing several special collections including local history, periodicals, business information services, indexes, recordings, DVDs, CDs, books-on-tape, large print and foreign language books, and young adult materials. Staff assists the public in the use of electronic information sources and provides Internet access.

The **Branch Services Sub-program**, comprised of the Coolidge Corner and Putterham Branch Libraries, provides a broad range of library services for adults and children. Branch collections, hours of service, and programs are designed to reflect the demographics and information needs of their respective neighborhoods.

The **Children's Services Sub-program** provides library and information services for children below the seventh grade. Staff aid children in the selection of appropriate material for school assignments and in choosing books for leisure reading. Books, CDs, DVDs, and tapes are checked out for home use. In addition, a growing number of electronic information sources are available for use.

PROGRAM DESCRIPTION (Con't.)

The **Circulation and Support Services Sub-program** is responsible for the acquisition, preparation, and circulation control of all library books and other materials for all Brookline libraries.

The **Plant Maintenance Sub-program** is responsible for cleaning the three libraries, including floors, furnishings, shelves, and books; monitors the proper functioning of the lighting, heating, and air conditioning systems, including emergency repairs; makes routine repairs to buildings and equipment; cooperates with other staff in the maintenance of security within the buildings; and informs the administration and Building Department of emergency and other repair needs.

PROGRAM COSTS - PUBLIC LIBRARY

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	2,731,042	2,783,946	2,860,942	76,996	2.8%
Services	290,689	185,141	185,841	700	0.4%
Supplies	568,884	572,942	583,490	10,549	1.8%
Other	4,103	4,700	4,700	0	0.0%
Utilities	280,542	315,657	316,289	632	0.2%
Capital	19,088	26,000	26,000	0	0.0%
TOTAL	3,894,348	3,888,386	3,977,262	88,876	2.3%
BENEFITS			1,217,103		
REVENUE	100,052	120,000	120,000	0	0.0%

TOWN OF BROOKLINE FY2017 PROGRAM BUDGET	PROGRAM GROUP: Cultural Services PROGRAM: Library

BUDGET STATEMENT

The FY17 budget represents an increase of $88,876 (2.3%). Personnel increases $76,996 (2.8%) primarily due to Collective Bargaining ($54,253) which is included in the Department's budget in order to meet the target appropriation needed for State Aid. There was also an increase for Steps ($23,017) and a decrease in Longevity ($274).

The $700 (0.4%) increase in Services is for Building Repair and Maintenance. The increase in Supplies ($10,549, 1.8%) is in Library Materials.

The $632 (0.2%) increase in Utilities includes an increase in Natural Gas ($1,582) partially offset by decreases in Electricity ($193) and Water and Sewer ($757).

FY2017 OBJECTIVES

1. To complete the Coolidge Corner Branch Library Feasibility Study.
2. To complete Phase II of the Putterham Branch Library garden.
3. To transition all three libraries away from bottled water to filtered tap water.
4. To implement IT improvements/efficiencies.
5. To seek improvements to storage of art and artifacts.
6. To digitize the entire run of Brookline High yearbooks.
7. To appreciate efficiencies in financial management.
8. To deploy an Artist in Residence grant.

FY2016 ACCOMPLISHMENTS

1. Initiated and completed the Coolidge Corner Building Program.
2. Planned, implemented, and deployed the Book Bicycle.
3. Collaborated with the Staff Programming Committee to form 319 adult programs.
4. Paperless leave request system implemented for staff.
5. Engaged 200+ residents at Brookline Day.
6. Engaged 186 patrons at Overdrive Digital Bookmobile event.
7. Updated many library policies.
8. Implemented a Green Team to work towards reducing Library carbon footprint.
9. Increased meeting room rental fees and collection agency activity.
10. Hosted a Legislative Breakfast.
11. Deployed new computer terminals.
12. Implemented aggressive collection management to help increase circulation.
13. Deployed Play Time at the Coolidge Corner and Putterham branch libraries.
14. Deployed email for all staff, not just full time staff.
15. Hired a New Assistant Director for Technology.
16. Hired a new Business Manager.
17. Digitized valuable unique collections.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2014	ESTIMATE FY2015	ACTUAL FY2015	ESTIMATE FY2016	ESTIMATE FY2017
Total Circulation	1,432,970	1,492,750	1,181,767	1,543,000	1,543,000
Total Attendance	678,468	689,000	642,645	690,000	700,000
Volumes Added	29,436	29,500	33,166	29,795	35,000
Volumes Withdrawn	29,003	25,500	50,246	25,755	30,000
Interlibrary Loan:					
Borrowed	169,502	180,000	165,438	180,000	180,000
Loaned	142,683	150,000	135,838	150,000	150,000
Non-MLN items borrowed	834	900	120	975	1,000
Non-MLN items loaned	1,321	2,750	1,442	3,000	2,500
Items Loaned Electronically	36,942	40,000	36,295	45,000	40,000
Main Library					
Circulation	668,117	680,000	635,557	700,000	680,000
Attendance	358,759	365,000	343,882	375,000	375,000
Volumes Added	15,466	15,000	18,399	15,000	20,000
Volumes Withdrawn	9,431	15,000	12,407	30,000	20,000
Coolidge Corner					
Circulation	396,807	420,000	367,798	430,000	400,000
Attendance	228,897	230,000	212,165	240,000	220,000
Volumes Added	10,091	10,000	10,091	10,000	10,000
Withdrawn volumes	9,413	7,500	13,867	15,000	15,000
Putterham					
Circulation	187,100	200,000	178,412	215,000	200,000
Attendance	90,812	94,000	86,598	100,000	100,000
Volumes Added	3,879	4,500	5,302	4,500	5,500
Withdrawn volumes	1,715	3,000	2,729	6,000	3,000
Children's					
Circulation	326,845	343,000	321,427	375,000	350,000
Main	155,475	167,000	152,324	175,000	175,000
Coolidge	104,274	107,000	103,099	110,000	110,000
Putterham	67,096	69,000	66,004	90,000	80,000

PERFORMANCE / WORKLOAD INDICATORS (con't.)

	ACTUAL FY2014	ESTIMATE FY2015	ACTUAL FY2015	ESTIMATE FY2016	ESTIMATE FY2017
% of Total Materials Budget for Children	17%	17%	20%	25%	25%
Volumes Added (All)	7,147	8,500	7,147	10,000	10,000
Withdrawn Volumes (All)	8,444	5,500	8,444	10,000	10,000
Programs					
Program Attendance (All)	31,790	32,000	29,384	33,000	33,000
Children's	557	550	633	560	650
Attendance	24,754	25,000	22,595	25,500	25,000
Young Adult	21	35	21	35	35
Attendance	280	600	580	600	600
Adult	331	4,100	319	400	350
Attendance	6,756	6,000	6,209	7,000	7,000
Patrons Added to Database	4,887	5,200	4,290	5,400	5,000

TOWN OF BROOKLINE FY2017 PROGRAM BUDGET	PROGRAM GROUP: Cultural Services PROGRAM: Library

SUMMARY OF SUB-PROGRAMS

SUB-PROGRAMS	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Administration	317,991	386,975	401,540	14,564	3.8%
Central Library Services	846,499	1,016,930	1,107,559	90,628	8.9%
Branch Library Services	1,170,170	990,559	1,016,560	26,001	2.6%
Children's Services	237,619	324,220	271,610	(52,610)	-16.2%
Cir./Support Services	776,588	701,402	707,679	6,278	0.9%
Plant Maintenance	462,552	468,300	472,314	4,014	0.9%
TOTAL	3,811,419	3,888,386	3,977,262	88,876	2.3%

Administration

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	294,734	371,009	385,574	14,564	3.9%
Services	19,548	9,024	9,024	0	0.0%
Supplies	1,210	1,141	1,141	0	0.0%
Other	2,500	2,900	2,900	0	0.0%
Capital	0	2,901	2,901	0	0.0%
TOTAL	317,991	386,975	401,540	14,564	3.8%

Central Library Services

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	512,084	675,094	759,505	84,411	12.5%
Services	6,279	6,544	6,544	0	0.0%
Supplies	315,901	320,652	326,869	6,218	1.9%
Other	480	0	0	0	0.0%
Capital	11,755	14,641	14,641	0	0.0%
TOTAL	846,499	1,016,930	1,107,559	90,628	8.9%

Branch Library Services

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	879,091	678,765	700,635	21,870	3.2%
Services	42,115	51,457	52,157	700	1.4%
Supplies	138,797	134,566	137,162	2,596	1.9%
Other	318	500	500	0	0.0%
Utilities	102,515	116,813	117,648	835	0.7%
Capital	7,334	8,458	8,458	0	0.0%
TOTAL	1,170,170	990,559	1,016,560	26,001	2.6%

Children's Services

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	155,316	233,863	179,518	(54,345)	-23.2%
Services	0	820	820	0	0.0%
Supplies	82,304	89,137	90,873	1,735	1.9%
Other	0	400	400	0	0.0%
Capital	0	0	0	0	0.0%
TOTAL	237,619	324,220	271,610	(52,610)	-16.2%

Circulation / Support Services

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	659,339	582,790	589,067	6,278	1.1%
Services	101,780	108,666	108,666	0	0.0%
Supplies	15,101	9,446	9,446	0	0.0%
Other	367	500	500	0	0.0%
Capital	0	0	0	0	0.0%
TOTAL	776,588	701,402	707,679	6,278	0.9%

Plant Maintenance

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	230,478	242,426	246,643	4,218	1.7%
Services	11,253	8,630	8,630	0	0.0%
Supplies	15,571	18,000	18,000	0	0.0%
Other	438	400	400	0	0.0%
Utilities	204,812	198,844	198,641	(203)	-0.1%
Capital	0	0	0	0	0.0%
TOTAL	462,552	468,300	472,314	4,014	0.9%

TOWN OF BROOKLINE FY2017 PROGRAM BUDGET	PROGRAM GROUP: Cultural Services PROGRAM: Library

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2014	NUMBER OF POSITIONS FUNDED FY2015	FY2016 SALARY RANGE LOW	FY2016 SALARY RANGE HIGH	FY2016 BUDGET NO.	FY2016 BUDGET AMOUNT	FY2017 RECOMMENDATION NO.	FY2017 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Library Director	D-6	1.00	1.00	105,792	124,617	1.00	108,989	1.00	110,624
	Assistant Library Director for Admin	T-10	1.00	1.00	77,313	87,476	1.00	84,443	1.00	85,946
	Assistant Library Director for Tech.	T-10	1.00	1.00	77,313	87,476	1.00	77,313	1.00	78,689
	Librarian IV	K-9	2.00	2.00	66,026	75,625	1.00	72,020	1.00	73,219
	Librarian III	K-8	2.00	2.00	60,052	68,922	4.00	249,101	4.00	253,536
	Librarian II	K-7	9.00	9.00	53,397	61,475	8.00	468,847	8.00	472,837
	Librarian I	K-6	5.00	5.00	48,564	55,807	5.00	255,601	5.00	259,137
	Circulation Supervisor	KA-6	1.00	1.00	47,612	52,049	1.00	52,049	1.00	52,049
	Assistant to the Director	K-5	1.00	1.00	47,365	50,009	1.00	50,009	1.00	50,009
	Business Manager	K-5	1.00	1.00	47,365	50,009	1.00	47,365	1.00	47,903
	Library Assistant III	K-3	4.00	4.00	38,360	44,469	4.00	172,918	4.00	174,104
	Library Assistant II	K-2	8.00	8.00	36,019	41,755	8.00	322,230	8.00	324,626
	Library Assistant I	K-1	1.00	1.00	32,745	37,960	1.00	37,960	1.00	37,960
	Senior Building Custodian	MN-4	1.00	1.00	51,574	54,201	1.00	52,218	1.00	52,871
	Junior Building Custodian	MN-2	2.00	2.00	45,600	47,923	2.00	93,523	2.00	94,093
	Subtotal		40.00	40.00			40.00	2,144,586	40.00	2,167,603
510901	Temporary Part Time Salaries									
	Junior Library Page	LP	4.55	4.55	$10.21 / h.r.	$12.85 / h.r.	4.55	115,679	4.55	115,679
	Senior Library Page	LPS	0.56	0.56		$13.19 / hr.	0.56	14,293	0.56	14,293
	Library Monitor	LPM	0.52	0.52		$13.19 / hr.	0.52	13,956	0.52	13,956
	Librarians	I	0.80	0.80			0.80	40,270	0.80	40,270
	Library Assistants I and II		3.15	3.15			3.15	173,784	3.15	173,784
	Houseworkers	MN-1	2.16	2.16			2.16	84,979	2.16	84,979
	Subtotal		11.75	11.75			11.75	442,961	11.75	442,961
	Other									
510140	Shift Differential							16,690		16,690
510300	Regular Overtime							52,465		52,465
513044	Longevity Pay							26,297		26,023
514501	Extra Comp							2,000		2,000
515501	Uniform/Clothing Allowance / In Lieu of Boots							14,339		14,339
515059	Administrative Leave Buyback							35,000		35,000
	Collective Bargaining FY16							49,609		49,609
	Collective Bargaining FY17									54,253
	Subtotal							196,399		250,378
	Total		**51.75**	**51.75**			**51.75**	**2,783,946**	**51.75**	**2,860,942**

PROGRAM DESCRIPTION

The Brookline Public Health Department provides a range of environmental, community, and clinical health services to monitor and improve the health status and quality of life of persons who live and/or work in Brookline. Among the steps taken by the Department in seeking this goal are 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; the control of communicable diseases; and the preparation for all hazard emergencies.

The Department consists of the following six sub-programs:

The **Administration** Sub-program provides resources and administrative support to the Department and maintains the physical plant, housing a broad range of programs and services offered by the Health Department. 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 the Department. This sub program has primary responsibility for Emergency Preparedness activities within the department.

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; the abatement of general health nuisances; and the testing and sealing of all weighing and measuring devices. Additional concerns include asbestos removal, lead in the environment, 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 is concerned with those 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 immunizations for children and at-risk adults in the community. This Sub-program serves as the Department's liaison to the School Health program and the nursing and health education staff in the schools, and is charged with monitoring and providing technical support to group day care centers.

The **Community Health Services** Sub-program provides a range of educational, clinical, and screening services addressing a broad range of health conditions and concerns. The focus of these activities is early detection of disease conditions, the elimination or control of risk factors for adverse health conditions, and the application of available preventive measures such as flu immunization, appropriate screening, and blood pressure monitoring.

PROGRAM DESCRIPTION (Con't.)

The Brookline Community Mental Health Center, with financial assistance from the Town through the **Mental Health** sub-program, maintains safety for and improve of 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, those with serious and persistent mental illness, and those who lack access to services. Center staff consult extensively to Town schools, departments officials as well as 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 consists of a broad range of activities designed to reduce substance abuse and violence among Brookline youth. The division provides counseling to Brookline youth and their families with substance abuse problems including staffing the Brookline Coalition Against Substance Abuse (B-CASA); prevention education; peer leadership training for the high school and elementary schools; consultation, trainings, and presentations to community members and service providers including staffing the Brookline Parent Education Network (B-PEN); and updated materials, information, and resources.

PROGRAM COSTS - DEPARTMENT OF HEALTH AND HUMAN SERVICES

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	898,052	893,557	896,317	2,759	0.3%
Services	199,245	203,087	202,087	(1,000)	-0.5%
Supplies	15,059	15,100	15,100	0	0.0%
Other	3,754	4,120	4,120	0	0.0%
Utilities	40,479	40,087	40,852	765	1.9%
Capital	27,720	4,020	4,020	0	0.0%
TOTAL	1,184,308	1,159,971	1,162,496	2,524	0.2%
BENEFITS			546,457		
REVENUE	153,516	157,000	157,000	0	0.0%

BUDGET STATEMENT

The FY17 budget increases $2,524 (0.2%). Personnel increases $2,759 (0.3%) due to Steps ($1,023), Part Time Salaries ($936) and Longevity ($800). Services decrease $1,000 (0.5%) due to the elimination of Banking Services. The $765 (1.9%) increase in Utilities is due to increases in Electricity ($1,229) and Natural Gas ($583), and is slightly offset by decreases in Generator Fuel ($212), Gasoline ($249), and Water and Sewer ($586).

FY2017 OBJECTIVES

Administration

1. To maximize the coordination of Public Health matters among all town human services and community-based agencies, implementing a set of shared goals and objectives.
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 in Volumes 1-16 of Healthy Brookline.
4. To produce Volume 17 of Healthy Brookline (Youth Risk Factors).
5. To promote the renovated Train Health Center, the first "Green" municipal building in Brookline, and support Climate Action Brookline.
6. To work closely with the Police and Fire Chiefs and the Town's Emergency Management Team to prepare for emergencies, including possible Avian Flu Epidemic, Ebola cases, and bio-terrorist attacks.
7. To maintain a Medical Reserve Corps in Brookline and field at least 10 trainings for members and the leadership council.
8. To implement the "Preparedness Buddies" project in cooperation with the Emergency Management Team, Council on Aging, and Brookline Housing Authority, and link Buddies with members of vulnerable population groups.
9. To recruit at least ten graduate students to work with division directors on a variety of projects including the Dukakis internship proposed at Town Meeting several years ago.
10. To work with the Information Technology Department on the migration to a next generation of permitting applications and tablet technology.
11. To upgrade our website and Facebook page, and continue to increase citizen access to our data.
12. To expand use of credit card transaction capacity for permits and maintain online death certificates and burial permits.
13. To maintain the Friends of Brookline Public Health membership organization, and offer the 20th Annual Public Health Policy Forum.
14. To oversee any medical marijuana dispensary in Brookline in partnership with other Town Departments.

FY2017 OBJECTIVES (Con't.)

Environmental Health

1. 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 and provide consultation and guidance to citizens and governmental agencies.
2. To provide educational initiatives for all regulated programs. Workshops include those for tobacco control, lodging houses, children's camps, tanning establishments, public and semi-public swimming pools, rubbish standards, housing standards, septic requirements and food establishments.
3. To continue to chair animal control meetings and assist with Town-by-law revisions.
4. 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.
5. To continue to address the growing concerns related to bed bugs, and continue education projects to counter tick-borne diseases.
6. To continue to work with other Town Departments (Building, Fire, DPW, Police, Selectmen) on compliance standards for snow removal, noise and rubbish enforcement, lodging inspections, residential housing, liquor license training, licensing board issues, mobile food trucks and nuisance issues.
7. To ensure compliance with by-law requiring common victuallers to offer their customers tap water on request.
8. To maintain certification requirements of weights and measures inspector and carry out all weights and measures inspections. Continue sharps disposal kiosk program and promote safe mercury waste and pharmaceuticals disposal (with DPW and Police, respectively); continue light bulb recycling at Health Center.
9. To participate in Emergency Management planning for community on issues related to environmental health.
10. To continue to implement hand-held tablets for inspections with Information Technology Department and enhance GIS applications using updated software for all inspections.
11. To conduct regular tobacco compliance checks at retail establishment selling tobacco.

Child Health

1. To enroll uninsured residents in the Commonwealth Care Insurance Plan.
2. To help facilitate the Essential School Health Services grant, supporting the role of School Nurse Leader.
3. To promote health, nutrition and fitness activities among school age children, and participate in the School/Community Wellness Committee.
4. To continue to promote backpack safety.
5. To promote outreach to private school nurses in Brookline to encourage familiarity with public health issues, including emergency preparedness.
6. To maintain violence prevention activities in the schools in conjunction with the Substance Abuse Prevention Program, including Dating Violence Intervention, programs to counter bullying, and information and referral for eating disorders.
7. To continue "Clean Hands for Good Health" campaign in all daycare centers.

FY2017 OBJECTIVES (Con't.)

Child Health (con't.)

8. To maintain immunization clinics as needed; continue seasonal flu clinics for children as well as adults, and serve as a focal point for outreach for pediatric health issues and information and referral. Continue to provide extra clinics as needed for required immunizations of non-insured children for school entry.
9. To work closely with State EEC licensors in inspection of all group day care centers and after school day care programs, providing consultation services, and providing in-service sessions at the day care centers as requested.
10. To convene at least two yearly meetings/educational events for day care directors. Continue to monitor daycare use of playgrounds, working closely with Park and Recreation Commission.

Community Health

1. To update annual inventory of physical fitness and physical activity opportunities in Brookline.
2. To continue Brookline Passport to Health & Fitness campaign, physical activity and good nutrition, through programs such as "Wellness in the Village" and "Brookline on the Move".
3. To continue programs linking public health and climate change.
4. To organize annual Car-Free School Day in K – 8 schools.
5. To expand Food Day activities, encourage community programs offered by local health and fitness businesses, support development of regularly scheduled Winter Farmers Market in Brookline.
6. To continue to recruit and train volunteer auxiliary medical personnel (Medical Reserve Corps) to be able to respond in the event of a public health emergency.
7. To continue to participate in MAVEN (electronic disease surveillance system) governing committee and other regional issues including regional approach to epidemiology and disease surveillance.
8. To offer the community at least three-health education programs in cooperation with the Brookline Adult and Community Education Program and other local sponsors. Continue pilot dental screenings in public housing with Harvard Dental School.
9. To organize regular blood drives in cooperation with the American Red Cross open to Brookline employees and town residents.
10. To work with the local media to provide pertinent public health alerts/education on emerging public health issues.
11. To expand use of social media.
12. To work collaboratively with Council on Aging to promote health education for seniors, including planning several health forums reaching 200 seniors.
13. To continue liaison work with Brookline Food Pantry.
14. To maintain enhanced surveillance of communicable diseases, especially disease clusters, in Brookline schools and long-term care settings.
15. 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.

FY2017 OBJECTIVES (Con't.)

Mental Health

1. To serve 3,600 Brookline residents, primarily low and moderate income, providing 32,900 hours of individual, family, group counseling and medication evaluations; 8,070 hours of community outreach and education to children, teens, families, adults and seniors; and 3,030 hours of case management for homeless or seriously ill children, adults and families. Respond to requests from residents and town/school staff for crisis intervention, short-term emergency shelter, and consultations. For urgent service requests, the Center will respond within 24 hours of a call.
2. To serve as Brookline's lead agency for assisting families and individuals facing eviction or homelessness. The Center anticipates helping 130 individuals and families to find, or maintain, safe housing or secure shelter, and providing case management services.
3. To work on site at all Brookline Neighborhood Schools and the High School to address crises, provide individual and group counseling, psycho-educational groups, and staff consultation serving up to 550 Brookline children and families. At the Center, to provide 10 social skills groups for 55 Brookline children ages 6-18 years with social and emotional issues.
4. To work through the Bridge for Resilient Youth in Transition (BRYT) Program, to assist 70 Brookline teens returning to the High School following a medical, psychiatric or substance abuse hospitalization, and to successfully transition back to school and graduate with their class. BCMHC secures 30% of program funding annually.
5. To secure $33.00 for every $1.00 provided by the Town ($6,100,000 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, only 50% of the cost of counseling services is funded through these sources and the Center raises the other 50% through grants, contracts, and philanthropy.

Substance Abuse and Violence Prevention for Youth

1. To continue to provide alcohol, tobacco and other drug prevention and intervention services to Brookline youth and their families. To provide a youth diversionary program in cooperation with the Police, Brookline Court, and Brookline Public Schools.
2. To conduct bi-annual student health survey and track a set of measurable performance-based objectives.
3. To implement research based health promotion and substance abuse prevention strategies through the B-CASA Coalition, including the Brookline High School Peer Leaders and B-Pen, the Brookline Parent Education Network.
4. To maintain and enhance collaboration with the Brookline Schools, Police, and Court to address youth substance abuse and violence prevention issues; serve on the Wellness Committee and the Juvenile Roundtable.
5. To continue the Brookline High School Peer Leadership Program, recruiting 40 Peer Leaders with presentations to BHS Students in Health classes, grades 7 - 9.
6. To implement the Brookline Youth Wellness Project, training youth, parents, school staff and MRC members to recognize and refer youth in need of mental health and substance abuse services.
7. To continue the Parent Resource Advocate position to assist parents in grades 6-12 in accessing area services.

FY2016 ACCOMPLISHMENTS

Administration

1. Built the Medical Reserve Corps (MRC) and recruited /maintained 200 members to back up the Health Department in the event of an emergency.
2. Prepared for a potential pandemic and Ebola cases.
3. Conducted 10 MRC/CERT trainings and provided over 400 hours of volunteer services to the Town, worth approximately $11,000.
4. Secured $150,000 in grant funding from non-town sources including a variety of public-private partnerships.
5. Built the Friends of Brookline Public Health, recruiting 150 members.
6. Held the nineteenth Annual Public Health Policy Forum entitled "Health Care Reform: "How's It Going?" that attracted 200 people.
7. 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. Continued an educational project related to tick-borne disease.
8. Led Community Health Network (CHNA) efforts; produced volume 16 of Healthy Brookline (Communicable Disease in Brookline).
9. Completed implementation of the plastic bag and polystyrene bans and new age restrictions on tobacco and E cigarettes per vote of Town Meeting.
10. Working closely with the Chiefs of Police and Fire and the Town's Emergency Preparedness Committee, led the Town's response to the threats of Ebola, bio-terrorism and maintained an Emergency Preparedness Coordinator with grant funding.
11. Recruited ten graduate students to work on a broad array of public health projects.
12. Assisted in crafting regulations for a medical marijuana dispensary in Brookline.

Environmental Health

1. Continued to implement inter departmental new software system that addresses Permitting, Licensing and Field Inspections.
2. Performed inspections using handheld devices for Food, Housing, Children's Camps, swimming pools and Lodging Homes.
3. Continued collaboration on Town of Brookline's blueprint for IT advancement for the future.
4. Continued posting "online" Food Establishment reporting on Town's web page.
5. Implemented "on-line" payments for permits/license renewals.
6. Worked with Police Department (animal control division), Town Clerk, Parks and Open Space divisions and Conservation Department to address community wild life control issues including wild turkeys, coyotes, geese, bats and foxes.
7. Coordinated monthly animal control meetings.
8. Held four rabies clinics in Brookline and Newton; inspected kennel and dog day care facilities and issued temporary outdoor dog permits for foodservice facilities. Implemented a "door hanger" advisory for community wildlife education.
9. Assisted School and Building Departments on issues including pest control and pesticides use, Green products, hazardous material handling, incident response, indoor air quality, renovations, lead, drinking water, and PCB's.

FY2016 ACCOMPLISHMENTS (Con't.)

Environmental Health (con't.)

10. Continued to operate sharps (medical waste) and Mercury disposal kiosk with assistance from DPW and added light bulb and battery disposal kiosk. Purchased a new Weights and Measures vehicle, updated all testing equipment, and completed all Weights and Measures inspections.
11. Continued to enforce Town by-law for Tobacco Control (age restrictions for sales and High School buffer zones), polystyrene and plastic bag restrictions. Worked to promote the Smoke Free Housing initiative with Brookline Housing Authority and property owners throughout the community.
12. Implemented mosquito control and education activities within the community focusing on EEE and WNV. Issued advisory notices re: bats, Lyme disease and bed bugs.
13. Continued to serve on State-appointed committees for bio-terrorism, environmental health code revisions, mobile foods, food vendors, and revised lodging house regulations and co-chaired the Partnership for Food Protection Work group.
14. Continued to promote Environmental Health issues via Web based Health Quiz and various fact sheets and advisories posted on department's web page and Facebook.

Child Health

1. Maintained a regular schedule of child immunization clinics (with physician backup) that served 1,382 residents, including 207 children. Offered four Flu Clinics, two school-located, that served 511 children 18 and under.
2. Provided consultation and epidemiology services to school nurses and others to control communicable disease in Brookline, including measles, pertussis, Hepatitis A, salmonella, and norovirus.
3. Inspected, certified, and monitored 39 group Day Care and Extended Day programs in Brookline.
4. Monitored Day Care use of playgrounds with Park and Open Space division.
5. Participated in the Town wide Early Childhood Advisory Council.
6. Collaborated in emergency response for school-related safety incidents.
7. Continued to offer educational programs on hand-washing, to all day care centers in Brookline. Also, continued to provide day care centers with trainings in curriculum, developmental behavior management, optimal space design for children, and conflict resolution for parents and staff.
8. Maintained the Dating Violence Intervention Program in High School reaching several hundred students with counseling and educational sessions.
9. Participated in health and wellness programs and curriculum development in schools, as well as membership in the Public Schools Wellness Committee.

FY2016 ACCOMPLISHMENTS (Con't.)

Community Health

1. Offered Brookline Passport to Health & Fitness program enrolling more than 200 Brookline residents as part of "Brookline on the Move" physical fitness campaign. As part of Brookline Climate Week, sponsored movies linking public health and climate change.
2. Continued health education series and exercise classes at the Brookline Senior Center.
3. Worked in conjunction with Public Schools of Brookline, led Car-Free School Day and Food Day activities at K – 8 schools.
4. Offered Yoga series at Putterham Library for South Brookline seniors.
5. Supported Brookline Winter Marketplace.
6. Celebrated National Public Health Week with events including a Walk a Mile in Her Shoes event targeting men to raise awareness about violence against women.
7. Presented Food workshops to teach Brookline residents how to ferment, pickle and can food.
8. Implemented control measures within 24 hours for 100% of communicable disease investigations.
9. Tracked and controlled communicable disease outbreaks including a major food borne salmonella outbreak. Continue 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.
10. Monitored at least 20 travelers returning from affected countries, and worked with other public health providers to prepare for Ebola cases here.
11. Maintained our Partnerships with BI/Deaconess Medical Center (Elder Health) and Brigham and Women's Hospital (Women's Health).
12. Continued partnerships with Brookline Food Pantry and Brookline Farmer's Market.
13. Offered monthly blood drives at Brookline Main Library. Utilized social media (Facebook, Town web site) to alert residents about public health issues, food borne illnesses, hot and cold weather alerts, among others.
14. Participated in health promotion events including a dental screening initiative with Harvard Dental School at Brookline Housing locations.
15. Recruited 30 local businesses as Partners in Brookline on the Move and hosted annual meeting for Partners.
16. Provided clinical consultation and information and referral on issues including head lice, bed bugs, tick exposure, bat exposures, etc.

Mental Health

1. Demand for counseling services for children continued to increase in FY 2015 given the growing number of children in Brookline, increasing by 2.5%. Demand for adult services dropped by 2% primarily due to the improving economy. 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.

FY2016 ACCOMPLISHMENTS (Con't.)

Mental Health (Con't.)

2. The Center served 3,510 Brookline residents. The number of mental health counseling visits dropped in 2015 by 370 visits (32,050 total visits) over the prior year. This reduction was due primarily to the parking bans in effect in January/February because of severe snow storms. 30% of counseling services were delivered in the home, school or other community settings.
3. Provided 2,250 hours of consultation, crisis intervention, education and information to staff of Brookline schools, police, courts and other Town departments and community agencies.
4. Through the Bridge for Resilient Youth in Transition (BRYT) Program, assisted 70 Brookline High School students and their families to successfully return to school following medical, psychiatric, or substance abuse hospitalizations. 95% of youth returned to and stayed in school throughout the year.
5. Provided emergency food assistance to 445 individuals and families; worked with 125 individuals and families to prevent evictions by providing case management and rental assistance; and provided emergency shelter or diversion for 21 Brookline youth.

Substance Abuse and Violence Prevention for Youth

1. Applied for and was awarded the NACCHO (National Association of City and County Health Officers) grant to implement The Brookline Youth Wellness Project to train youth, parents, school staff, and MRC members to identify early indicators of mental health and substance abuse problems and to make appropriate referrals.
2. Applied for and was awarded the third year of Community Health Network Area (CHNA) mental health grant to support the Brookline Youth Wellness Project.
3. Trained over 40 peer leaders who implemented prevention strategies, to address substance abuse, teen dating violence, mental health issues, and bullying/cyber bullying.
4. Implemented B-PEN (Brookline Parent Education Network), including the monthly B-PEN News Blasts: presentations at PTO meetings, community forums, parent discussion groups, and the B-PEN.org parent education website and Facebook page.
5. Implemented the Brookline Substance Abuse Prevention Program (BSAP) for Brookline youth and their families, providing substance abuse assessments, and individual, group, and family counseling. Implemented the Brookline Youth Diversion Program in conjunction with the Brookline Police. Coordinated referral process for teens in need of treatment.
6. Applied for and was awarded the Brookline Community Fund grant to pilot for the second year a Parent Resource Advocate position to support parents in grades 6-12.
7. 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.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2014	ESTIMATE FY2015	ACTUAL FY2015	ESTIMATE FY2016	ESTIMATE FY2017
ENVIRONMENTAL HEALTH					
% of Consumers Complaints Handled in 3 Days	90%	90%	90%	90%	90%
Tobacco Retail Sales: Compliance Rate (avg.)	85%	90%	95%	90%	95%
Reported Rabies Exposure	147	150	150	150	150
Positive Rabid Animals	2	2	1	2	1
Human Receiving Rabies Post-exposure Prophylaxis	19	20	30	20	30
Animal Control Quarantines	30	30	67	30	65
Keeping of Animal Permits	15	15	20	15	20
% Food Outlets Inspected	100%	100%	100%	100%	100%
% of Restaurants with Critical Violations	10%	10%	10%	10%	10%
% Restaurants requiring Enforcement Actions	2%	2%	2%	2%	2%
% Restaurants receiving formal orientation	100%	100%	100%	100%	100%
% Order Letter issued w/i 3 days	90%	90%	90%	90%	90%
Court Actions	5	5	11	5	10
No. Tickets issued*	1642	1,500	1,250	1,500	1,500
Solid Waste Inspections*	1,509	1,509	1,200	1,509	1,509
**An inter-departmental program (Health & DPW). Tickets figure includes warnings.*					
Swimming Pool Inspections	55	55	59	55	59
Lead Paint Inspections	5	5	4	5	4
Lead Paint Removal Notices	8	10	6	10	5
Asbestos Inspections	10	10	15	10	15
Asbestos Removal Notices	143	130	113	130	110
Food Inspections	1,043	1,000	1,032	1,000	1,030
Food Permits Issued	583	580	545	580	550
Housing Inspections	450	450	522	450	500
Order Letters	196	200	357	200	350
Tanning Salon Inspections	5	5	5	5	5
Weighing/Measuring Devices Tested for Accuracy					
Scales	177	175	178	175	175
Gasoline/Fuel Oil	146	145	136	145	135
Taxi Meter	152	155	146	155	145
Scanner Inspections	28	25	27	25	25

PERFORMANCE / WORKLOAD INDICATORS (Con't.)

	ACTUAL FY2014	ESTIMATE FY2015	ACTUAL FY2015	ESTIMATE FY2016	ESTIMATE FY2017
CHILD HEALTH					
% Day Care Attendees w/Complete Immunization Status	98%	98%	98%	98%	98%
Lead Poisoned Children	0	0	0	0	0
Child Immunizations (Indvls)	228	200	249	200	250
Day Care Visits / Consults	140	140	120	140	120
Day Care Licenses Issued	41	41	42	41	43
Day Care Ed. Programs	10	10	15	10	15
COMMUNITY HEALTH					
Disease Outbreaks Tracked	10	N/A	3	N/A	N/A
Disease Cases Confirmed	239	N/A	269	N/A	N/A
Animal Bites to Humans	147	150	150	150	150
Total Flu Shots	1,382	1,400	1,382	1,400	1,400
Town Employee Flu Shots	386	400	250	400	250
TB Screening (Mantoux)	16	16	33	16	30
TB Infected Persons	44	40	40	40	40
Active TB Cases	3	3	3	3	N/A
Blood Press. Screenings	176	175	120	175	120
MENTAL HEALTH					
Residents Served	3,450	3,500	3,510	3,550	3,600
Counseling Services	32,100	32,420	32,050	32,450	32,900
Outreach services	8,020	8,060	7,800	8,100	870
% of Clients with Symptom Improvements within 3 months of care	91%	91%	91%	91%	91%
Consultation to Town & Community agency staff hours	2,070	2,080	2,250	2,100	2,370
Family/individual eviction & homelessness prevented	125	130	125	135	130
High School students successfully return to and stay in school following hospitalization (BRYT)	72	70	70	70	70

PERFORMANCE / WORKLOAD INDICATORS (Con't.)

	ACTUAL FY2014	ESTIMATE FY2015	ACTUAL FY2015	ESTIMATE FY2016	ESTIMATE FY2017
SUBSTANCE ABUSE					
Students using marijuana >100x*	N/A	N/A	4%	N/A	N/A
Students using alcohol before age 14*	N/A	N/A	11%	N/A	N/A
**These data are collected every two years.*					
Counseling Services / Youths	1,754	1,800	1,960	1,800	1,800
Community Presentations	18	20	16	20	20
School Violation Referrals	16	20	28	20	20
Police/Youth Diversion Referrals	8	10	8	10	10
Youth Smoking Cessation Referrals	12	20	14	14	14
ADMINISTRATION					
% of inspectional and permit information available online.	45.0%	50.0%	50.0%	60.0%	65.0%
Overweight / obesity rate among Brookline school age children	20.0%	20.0%	15.0%	15.0%	15.0%
Overweight / obesity rate among school age children (State avg.)	31.0%	30.0%	N/A	25.0%	25.0%
% High School students using tobacco products * (Brookline)	N/A	10%	5%	5%	5%
% High School students using tobacco products (State avg.)	15%	15%	10%	10%	10%
Life Expectancy at birth (Brookline)	87	87	N/A	87	87
Life Expectancy at birth (State)	81	81	N/A	82	82
Number of confirmed unintentional opiod deaths in Brookline	1	N/A	1	N/A	N/A
Infant Mortality Rate (Brookline)**	N/A	N/A	1.4	N/A	N/A
Infant Mortality Rate (State)	N/A	N/A	4.4	N/A	N/A

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

TOWN OF BROOKLINE FY2017 PROGRAM BUDGET	PROGRAM GROUP: Human Services PROGRAM: Health and Human Services

SUMMARY OF SUB-PROGRAMS

SUB-PROGRAMS	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Administration	346,411	297,787	297,703	(85)	0.0%
Environ. Health	437,288	434,532	437,141	2,609	0.6%
Child Health	31,159	65,595	65,595	0	0.0%
Community Health	139,046	112,781	113,226	446	0.4%
Mental Health	165,321	171,015	171,015	0	0.0%
Substance Abuse	65,085	77,816	77,816	0	0.0%
Human Relations / Human Services	0	0	0	0	0.0%
TOTAL	1,184,308	1,159,524	1,162,496	2,972	0.3%

Administration

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	247,893	228,038	228,188	150	0.1%
Services	13,634	13,922	12,922	(1,000)	-7.2%
Supplies	13,135	8,000	8,000	0	0.0%
Other	3,549	3,720	3,720	0	0.0%
Utilities	40,479	40,087	40,852	765	1.9%
Capital	27,720	4,020	4,020	0	0.0%
TOTAL	346,411	297,787	297,703	(85)	0.0%

Environmental Health

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	414,869	412,382	414,991	2,609	0.6%
Services	20,290	19,000	19,000	0	0.0%
Supplies	1,924	2,900	2,900	0	0.0%
Other	205	250	250	0	0.0%
Utilities	0	0	0	0	0.0%
Capital	0	0	0	0	0.0%
TOTAL	437,288	434,532	437,141	2,609	0.6%

Child Health

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	31,159	64,045	64,045	0	0.0%
Services	0	0	0	0	0.0%
Supplies	0	1,500	1,500	0	0.0%
Other	0	50	50	0	0.0%
Capital	0	0	0	0	0.0%
TOTAL	31,159	65,595	65,595	0	0.0%

Community Health

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	139,046	110,881	111,326	446	0.4%
Services	0	0	0	0	0.0%
Supplies	0	1,850	1,850	0	0.0%
Other	0	50	50	0	0.0%
Capital	0	0	0	0	0.0%
TOTAL	139,046	112,781	113,226	446	0.4%

Mental Health

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	0	0	0	0	0.0%
Services	165,321	170,165	170,165	0	0.0%
Supplies	0	850	850	0	0.0%
Other	0	0	0	0	0.0%
Capital	0	0	0	0	0.0%
TOTAL	165,321	171,015	171,015	0	0.0%

Substance Abuse

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	65,085	77,766	77,766	0	0.0%
Services	0	0	0	0	0.0%
Supplies	0	0	0	0	0.0%
Other	0	50	50	0	0.0%
Capital	0	0	0	0	0.0%
TOTAL	65,085	77,816	77,816	0	0.0%

TOWN OF BROOKLINE FY2017 PROGRAM BUDGET	PROGRAM GROUP: Human Services PROGRAM: Health and Human Services

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2014	NUMBER OF POSITIONS FUNDED FY2015	FY2016 SALARY RANGE LOW	FY2016 SALARY RANGE HIGH	FY2016 BUDGET NO.	FY2016 BUDGET AMOUNT	FY2017 RECOMMENDATION NO.	FY2017 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Dir. of Health and Human Services	D-6	1.00	1.00	105,792	124,617	1.00	124,617	1.00	124,617
	Chief Sanitarian/Asst. Dir. of Health	T-12	1.00	1.00	85,230	96,434	1.00	96,434	1.00	96,434
	Public Health Nurse		1.00	1.00		92,424	1.00	94,272	1.00	94,272
	Human Relations/Human Services Administrator	T-11	1.00	0.00	78,829	89,192	0.00	0	0.00	0
	Coord. Substance Abuse & Violence Prev.	T-7	1.00	1.00	68,731	77,766	1.00	77,766	1.00	77,766
	Human Services Specialist	T-4	1.00	0.00	53,491	60,523	0.00	0	0.00	0
	Public Health Sanitarian	GN-11	1.00	1.00	66,548	69,897	1.00	69,897	1.00	69,897
	Senior Public Health Inspector	GN-10	3.00	3.00	61,053	64,125	3.00	190,311	3.00	191,334
	Principal Clerk	C-10	1.00	1.00	52,948	55,204	1.00	55,204	1.00	55,204
	Senior Clerk Stenographer	C-5	1.00	1.00	42,327	44,267	1.00	44,267	1.00	44,267
	Subtotal		12.00	10.00			10.00	752,768	10.00	753,791
510102	Permanent Part Time Salaries									
	Senior Public Health Inspector	GN-10	0.49	0.49		62,061	0.49	30,410	0.49	31,018
	Sealer of Weights/Measures	GN-5	0.43	0.43	44,612	46,857	0.43	19,821	0.43	20,149
	Day Care Inspector		0.60	0.60			0.60	31,782	0.60	31,782
	Community Health Manager [1]	T-7	0.80	0.80	68,731	77,766	0.80	62,213	0.80	62,213
	Offset from private grant							(22,298)		(22,298)
	Subtotal		2.32	2.32			2.32	121,928	2.32	122,864
510901	Temporary Part Time Salaries									
	ADA Intern		0.32	0.00			0.00	0	0.00	0
	Student Intern (1)		0.30	0.30			0.30	500	0.30	500
	Offset from Handicapped Parking Fines Fund							0		0
	Subtotal		0.62	0.30			0.30	500	0.30	500
	Full Time/Part Time Salaries-Grants									
	Substance Abuse Counselor	T-4	1.00	1.00	54,561	61,733	1.00	55,532	1.00	56,520
	Senior Clerk-Typist	C-4	0.65	0.65	40,049	41,967	0.65	27,419	0.65	27,419
	CASA Parent Educator		0.27	0.27			0.27	16,464	0.27	16,464
	Parent Outreach Liaison		0.27	0.27			0.27	16,464	0.27	16,464
	Outreach Worker		1.00	0.00			0.00	0	0.00	0
	Coordinator Tobacco/Alcohol Program		1.00	1.00			1.00	51,937	1.00	51,937
	Graduate Student Interns (5)		1.50	1.50			1.50	10,000	1.50	10,000
	Emergency Preparation Coordinator		0.73	0.73			0.73	51,431	0.73	52,459
			6.42	5.42			5.42	229,246	5.42	231,263
	Grants									
	Private Grants							(61,667)		(62,696)
	School Dept. Reimb.							(55,532)		(56,520)
	Federal Grants (HHS)							(97,047)		(97,047)
	State Grant							(15,000)		(15,000)
	Net Grant-Funded Salary Total							0		0
	Other									
510300	Regular Overtime							7,836		7,836
513044	Longevity Pay							6,150		6,950
513046	Health Inspectors Specialty Pay							2,000		2,000
515501	Uniform/Clothing Allowance/ In Lieu of Boots							2,375		2,375
	Subtotal							18,361		19,161
	Total		**14.94**	**12.62**			**12.62**	**893,557**	**12.62**	**896,317**
	[1] 30% of this position is funded via a private grant									

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 FY17 budget increases $472 (0.1%). Personnel increases $472 (0.3%) for Steps.

FY2017 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, 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.

FY2017 OBJECTIVES (Con't.)

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 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 and Veterans' Day observances.
7. To work with and provide leadership for both the VFW and American Legion as they continue to rehabilitate their Veteran's Post Building and revitalize their veteran's post membership making it more pertinent to younger veterans.
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 opportunities and outreach counseling.
9. To refer veterans in need of legal advice to the Massachusetts Bar Association; which provides pro bono legal counsel.
10. To provide assistance and advocacy for veterans applying for VA benefits including Compensation and Pension, Montgomery GI bill, VA Healthcare and widow pensions.
11. To increase outreach to our veterans who are seniors who may have never used the VA healthcare system before.
12. 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.
13. To continue to manage the Town'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.
14. To conduct flag raising ceremonies to honor deceased Brookline veteran's military service.

PROGRAM COSTS - VETERANS' SERVICES

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	185,677	163,802	164,275	472	0.3%
Services	2,527	2,538	2,538	0	0.0%
Supplies	611	650	650	0	0.0%
Other	171,893	163,935	163,935	0	0.0%
Capital	510	510	510	0	0.0%
TOTAL	361,218	331,435	331,908	472	0.1%
BENEFITS			88,836		
REVENUE	100,808	101,513	101,513	0	0.0%

TOWN OF BROOKLINE FY2017 PROGRAM BUDGET	PROGRAM GROUP: Human Services PROGRAM: Veterans

FY2016 ACCOMPLISHMENTS

1. Continued to achieve approval of all Veterans' Benefits by filing precise and accurate claims to the State Veterans' Services Department.
2. Provided financial assistance to approximately 30 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. Reduced the time that Brookline veterans have waited to receive critical healthcare. It remains our highest priority to ensure that our veterans receive the best quality healthcare.
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.
8. Continued to maintain over 300 VA case files in-house.
9. Obtained or increased pensions by over $160,000 per year in benefits to Brookline veterans.
10. Assisted the Brookline American Legion and VFW Post with the renovation and restructuring of the local Veterans' Post and in attracting a new and diverse generation of veterans to join the Veterans' Post.
11. 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.
12. Successfully coordinated and executed the Town's Memorial Day and Veterans Day observances.
13. 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.
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. 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 five veterans in FY16 in part-time employment while they either attended college or were seeking full-time employment.
17. Continued to update the Community Emergency Management Plan (CEMP) and assist the Emergency Management Team.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2014	ESTIMATE FY2015	ACTUAL FY2015	ESTIMATE FY2016	ESTIMATE FY2017
Performance:					
% of Claims Approved by the State	100%	100%	100%	100%	100%
Workload:					
Recipients of Benefits (Monthly Average)	24	25	28	25	26
Service Recipients	1,000	1,100	1,020	1,000	1,000
Information Requests	1,300	1,200	1,100	1,300	1,200

TOWN OF BROOKLINE FY2017 PROGRAM BUDGET	PROGRAM GROUP: Human Services PROGRAM: Veterans

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2014	NUMBER OF POSITIONS FUNDED FY2015	FY2016 SALARY RANGE LOW	FY2016 SALARY RANGE HIGH	FY2016 BUDGET NO.	FY2016 BUDGET AMOUNT	FY2017 RECOMMENDATION NO.	FY2017 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Veterans Director / Emergency Prep. Coordinator	T-10	1.00	1.00	77,313	87,476	1.00	87,476	1.00	87,476
	Head Clerk	C-8	1.00	1.00	46,870	48,855	1.00	47,513	1.00	47,985
	Subtotal		2.00	2.00			2.00	134,989	2.00	135,462
510901	Temporary Part Time									
	Temporary Workers					$13.45/hr.		27,061		27,061
								27,061		27,061
	Other									
510300	Overtime							777		777
513044	Longevity Pay							625		625
515501	Clothing/Uniform Allowance (In lieu of boots)							350		350
	Subtotal							1,752		1,752
	Total		**2.00**	**2.00**			**2.00**	**163,802**	**2.00**	**164,275**

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 FY17 budget represents a $14,333 (1.6%) increase. Personnel increases $9,484 (1.3%) due to Steps ($9,403) and Longevity ($81). The increase in Supplies ($1,763, 9.8%) was the result of an increase in Building Maintenance Supplies.

The increase in Utilities ($3,087, 4.6%) is for Natural Gas ($1,947), Electricity ($933) and Water and Sewer ($206).

FY2017 OBJECTIVES

1. To fundraise private money to support Council on Aging transportation programs covering the full salary cost of van driver, substitute van driver, substitute bus driver and all fuel costs.
1. To maintain a new stipend program for low income renters who volunteer for Town departments.
2. To recruit, train, support and utilize volunteers at the Brookline Senior Center.
3. To advocate for and provide jobs for vulnerable, low income elders at risk of poverty.
4. To provide geriatric assessments, counseling and case management services to Brookline elders and their families.
5. To provide high quality, affordable homecare to Brookline elders and their families.
6. To provide information and referral services to Brookline elders and their families.
7. To provide a variety of interesting daily/diverse programs at the Senior Center.
8. To collaborate with other geriatric providers to provide quality programs and services.
9. To continue to explore efforts on diversity to ensure all elders are served with particular emphasis on Spanish, Asian and Russian elders.
10. To continue to provide leadership to Brookline CAN- Community Aging Network.

FY2017 OBJECTIVES (Con't.)

11. To assist the nonprofit in fundraising activities to cover the cost of personnel, programs, services, supplies not covered by the Town
12. To work with other Town departments and agencies on intergenerational activities.
13. To conduct outreach to Brookline elders with special emphasis on increasing their access to benefit programs.
14. To obtain CDBG funding for critical programs of transportation and job training for low income elders.
15. To continue implementing the action steps submitted to WHO Age Friendly Cities Project.
16. To expand fitness offerings to low income elders with special emphasis on Brookline Housing Authority residents.
17. To maintain the tax work off program at 30 participants. Each participant will provide 125 hours of service to various Town departments.
19. To continue to partner with the LGBT Aging Project on training and supportive programs for gay, lesbian, bisexual and transgender elders.
20. To conduct annual survey of senior center participants.
21. To continue to provide support and services to Brookline residents and their families with Alzheimer's disease including hosting a Memory Café program.
22. To continue an active food distribution program for low income Brookline elders.
23. To continue providing durable medical equipment exchange program to Brookline elders and their families.
24. To update and distribute in print and online the Elder Resource Guide.
25. To continue to expand weekend and evening programs at the Brookline Senior Center.
26. To continue food commodity program which provides monthly non-perishable food items for low-income elders.

PROGRAM COSTS - COUNCIL ON AGING

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	723,008	742,672	752,155	9,484	1.3%
Services	38,318	44,083	44,083	0	0.0%
Supplies	19,481	18,000	19,763	1,763	9.8%
Other	2,054	2,900	2,900	0	0.0%
Utilities	67,443	66,385	69,472	3,087	4.6%
Capital	4,826	6,200	6,200	0	0.0%
TOTAL	855,130	880,240	894,573	14,333	1.6%
BENEFITS			397,224		
REVENUE	0	0	0	0	0.0%

FY2016 ACCOMPLISHMENTS

1. The Brookline Council on Aging and its sister organization Brookline Community Aging Network received the Innovator of the year Award from MCOA at its annual meeting.
2. The Brookline Council on Aging and Newton Council on Aging received a $59,000 grant from the State Department of Transportation to create a new transportation mobility training program. This project will utilize volunteers and interns to train other council on aging across the state. This project will begin in FY 2016.
3. Brookline Rotary Dancing with the Stars event raised $47,054.51 towards the purchase of a brand new van.
4. Successfully raised enough private money to fund the entire van program, substitute elder bus driver and fuel expenses of the van and elder bus.
5. Continued to be able to expand the van program from four days a week to five days a week with private donation.
6. Partnered with the LGBT Aging project to provide a bereavement workshop and support groups for LGBT seniors including a Sunday brunch program.
7. Assisted over 185 individuals with income tax forms partnering with the AARP and using their three trained volunteers.
8. Received a grant from a family fund from Boston Foundation to support an art class.
9. Partnered with the Town Assessor to file a warrant article to increase the amount tax-work off participants receive.
10. The HELP Program continues to provide essential home care services at an affordable rate to 403 elders.
13. Partnered with Goddard House, Center Communities, Jewish Family and Children Services, Brookline Adult Education and BrooklineCAN to provide programs and educational forums for Brookline Seniors and their families including a sold out movie at Coolidge Corner Theatre.
14. Successfully received support in the amount of $274,068.51 from the nonprofit Brookline Multi-Service Senior Center Corp. for salaries, supplies and program supports.
15. Continued the Careers in Aging Program with four teens volunteering at the Brookline Senior Center in the summer.
16. Mailed the September News and Events to 10,816 Brookline elders over the age of 60 providing valuable information on programs and services.
17. Conducted an annual survey of Senior Center participants focusing on their volunteer experience at the Brookline Senior Center.
18. 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.
19. Increased Senior Center operation to include limited night and weekend programs at no cost to the Town.
20. Provided transportation services to over 740 different elders.
21. Provided ongoing leadership to the volunteer community initiative Brookline CAN (Brookline Community Aging Network).
22. Secured $143,125 in federal, state and private grant monies.
23. Continued providing a Repair Referral Service that connects elders with vetted contractors such as plumbers, electricians and handy man.

FY2016 ACCOMPLISHMENTS (Con't.)

22. Maintained Brookline status as a World Health Organization Age Friendly Town and developed an action plan to promote aging in place.
23. Provided strong programs to assist Asian, Russian and Hispanic elders.
24. Continued to offer Alzheimer's Support Group in both the day and evening for family members coping with Alzheimer's.
25. Assisted elders seeking part time work with workshops and support groups as well as job placement services.
26. Continued to provide weekly food distribution program that allows elders to select donated produce, bread and other perishable items.
27. Started a memory café program for those living in the community with dementia and their caregivers.
28. Started a food commodity program that provides non-perishable grocery items once a month to low income elders.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2014	ESTIMATE FY2015	ACTUAL FY2015	ESTIMATE FY2016	ESTIMATE FY2017
Elderbus / Van Contributions					
Donated*	$6,944	$6,800	$6,411	$6,850	$6,500
Van Program					
Rides Given	3,889	3,800	4,196	3,800	4,000
Number of Riders	289	300	247	300	260
New Riders		35	28	35	30
$ donated to Town	$22,851	$26,000	$24,202	$26,520	$28,000
Volunteers - Total	295	300	278	300	280
Volunteers - New	36	40	43	40	40
Estimated volunteer Hrs.	39,700	40,000	46,125	40,000	45,000
Job Placements	47	50	48	50	50
Total Caseload	152	150	144	150	150
Tax Work off Participants	23	30	30	30	30
Low-income elders employed	11	14	15	19	19
Geriatric Social Work					
New Referrals	65	70	74	70	70
Case consultations	137	123	102	130	120
Homecare Program (HELP)					
New Referrals	90	70	112	70	90
Total Clients	351	350	403	350	390
Information/Referral					
Annual Phone Calls	10,500	10,500	10,500	10,500	10,500
Elder Resource Guide Web Hits	NA	NA	1,878	1,800	1,800
Taxi Discount Program (BETS)					
Total Clients	444	500	605	550	600
New Referrals	53	50	65	50	55
Senior Center					
Average # Daily Programs	14	14	14	14	14
Average # Daily Participants	150/500	150/500	150/500	150/500	150/500

*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 FY2017 PROGRAM BUDGET	PROGRAM GROUP: Human Services PROGRAM: Council on Aging

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2014	NUMBER OF POSITIONS FUNDED FY2015	FY2016 SALARY RANGE LOW	FY2016 SALARY RANGE HIGH	FY2016 BUDGET NO.	FY2016 BUDGET AMOUNT	FY2017 RECOMMENDATION NO.	FY2017 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Director	D-4	1.00	1.00	89,867	105,859	1.00	105,859	1.00	105,859
	Supervisor of Services	T-7	1.00	1.00	68,731	77,766	1.00	77,766	1.00	77,766
	Program Manager	T-5	1.00	1.00	58,926	66,672	1.00	66,672	1.00	66,672
	Clinical Social Worker III	T-4	1.00	1.00	54,561	61,733	1.00	58,551	1.00	59,593
	Home Care Coordinator (HELP)	T-3	1.00	1.00	50,519	57,160	1.00	54,108	1.00	57,160
	Clinical Social Worker II	T-3	2.00	2.00	50,519	57,160	2.00	102,202	2.00	107,512
	Building Custodian	MN-2	1.00	1.00	45,600	47,923	1.00	47,923	1.00	47,923
	Senior Clerk Typist	C-7	1.00	1.00	44,986	46,953	1.00	46,953	1.00	46,953
	Bus Driver	GN-3	1.00	1.00	35,724	37,521	1.00	37,521	1.00	37,521
	Subtotal		10.00	10.00			10.00	597,556	10.00	606,959
510102	Permanent Part Time Salaries									
	Group Leader	GN-2	0.59	0.59	32,476	34,111	0.59	19,477	0.59	19,477
	Clinical Social Worker II	T-3	1.33	1.33	50,519	57,160	1.33	70,274	1.33	70,274
	BETS Coordinator		0.33	0.33		$13.19 /hr.	0.33	8,960	0.33	8,960
	Community Aide		0.40	0.40		$22.26 /hr.	0.40	17,692	0.40	17,692
	COA Assistant		0.11	0.11	$11.00 /hr.	$13.19 /hr.	0.11	2,905	0.11	2,905
	Data Entry Clerk		0.11	0.11	$11.00 /hr.	$13.19 /hr.	0.28	6,758	0.28	6,758
	Subtotal		2.87	2.87			3.04	126,065	3.04	126,065
510901	Temporary Part Time									
	Temporary Workers							10,000		10,000
	Subtotal							10,000		10,000
	Grant Funded Salaries									
	COA Assistant		1.40	1.40	$11.00 /hr.	$13.19 /hr.	1.40	38,524	1.40	38,524
	JOBS Program Coordinator		0.45	0.45		$21.27 /hr.	0.45	19,635	0.45	19,635
	Community Aides		0.89	0.89	$11.00 /hr.	$13.19 /hr.	0.89	23,565	0.89	23,565
			2.74	2.74			2.74	81,725	2.74	81,725
	Grant Off-Sets									
	State Grants (JOBS Coord., COA Asst,and Cmty. Aides)							(72,476)		(72,476)
	Private donations							(9,248)		(9,248)
								(81,725)		(81,725)
	Net Grant-Funded Salary Total							0		0
	Other									
513044	Longevity Pay							7,601		7,681
515501	Clothing/Uniform Allowance (In lieu of boots)							1,450		1,450
	Subtotal							9,051		9,131
	Total		**15.61**	**15.61**			**15.78**	**742,672**	**15.78**	**752,155**

TOWN OF BROOKLINE FY2017 PROGRAM BUDGET	PROGRAM GROUP: Human Services PROGRAM: Office of Diversity, Inclusion and Community Relations

PROGRAM DESCRIPTION

The Department 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 Department and the goal of the Town is to have a community characterized by the values of inclusion. The Department 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 Department supports community projects that promote multi-cultural awareness, decrease health disparities, and foster better relationships between Brookline's diverse populations. The Department 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 Department 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

The Director serves as the Town's Affirmative Action Officer and ADA Coordinator. The Department 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 FY17 budget represents a $3,067 (1.5%) increase. Personnel increases $3,044 (1.8%) for Steps. Capital increases $23 (2.7%) reflecting the current cost of leased computers.

FY2017 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 providing staff support and resources toward creating a documentary regarding Holocaust Witnesses.
4. To continue to create and to commence informational materials and events that promote fair housing awareness.
5. To continue to provide professional and administrative support to the Diversity, Inclusion, and Community Relations Commission, the Women's Commission and the Commission for the Disabled.
6. To continue to collaborate with Town agencies and departments to further Age-Friendly City initiatives.
7. To continue to collaborate with Town agencies and departments to commence domestic violence awareness campaigns and programs.
8. To continue to provide government-sponsored health insurance/entitlement application assistance to Brookline individuals and families.
9. To continue to be a partner with community entities to develop better programs and strategies that will assist Brookline individuals and families thrive.
10. To work in conjunction with Human Resources and the Commission for Diversity, Inclusion and Community Relations, to monitor employment trends as they relate to diversity and inclusion.
11. To continue to evaluate and modify Town strategies designed to promote diversity in its workforce and Town boards/commissions.
12. To collaborate with Town agencies/organizations to increase voter participation with emphasis on the young adult and low-income populations.
13. To collaborate with Town agencies, departments, and community entities to create and promote cultural events within the Town.
14. To assist individuals to resolve complaints of discriminatory behavior and practices that occurs in the Town.

PROGRAM COSTS - OFFICE OF DIVERSITY, INCLUSION AND COMM. RELATIONS

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	168,541	168,077	171,121	3,044	1.8%
Services	0	20,000	20,000	0	0%
Supplies	8,998	9,000	9,000	0	0.0%
Other	0	150	150	0	0.0%
Capital	0	850	873	23	2.7%
TOTAL	177,539	198,077	201,144	3,067	1.5%
BENEFITS			72,919		
REVENUE					

TOWN OF BROOKLINE FY2017 PROGRAM BUDGET	PROGRAM GROUP: Human Services PROGRAM: Office of Diversity, Inclusion and Community Relations

FY2016 ACCOMPLISHMENTS

1. Organized and staffed the Walk-A-Mile Event for Domestic Violence Prevention and Awareness.
2. Chaired the Domestic Violence Roundtable, and provided consultation services to the Jennifer A. Lynch Committee Against Domestic Violence.
3. Provided staff expertise and operational assistance to the development of the Thrive Guide- an online resource for Women and Girls living in Brookline.
4. Provided consultation, staffing and support to the Women Who Inspire event.
5. Assisted the Women's Commission to commence the Annual Clothing drive and the Lunch and Learn Program.
6. Provided consultation to the Brookline Community Foundation's Women and Girls Thriving Initiative.
7. Provided staffing and consultation for the annual Youth Awards and the Dr. Martin Luther King Jr Day Celebration.
8. Continued to update the Department's web presence on the "Brookline is Our Town" website.
9. Created displays for four cultures.
10. Continued to work with Brookline Access Television to provide online video content for featured cultures and to increase awareness of the "Brookline is Our Town" initiative.
11. Participated in Age-Friendly City events and maintained its Lego Display in Town Hall.
12. Provided staffing and support to the Annual Lunar New Year Festival.
13. Collaborated and participated in the Annual Sister City Event.
14. Provided consultation, resources, and staffing to the Roland Hayes Event that was commenced by the Hidden Brookline Committee.
15. Participated in Brookline Day by hosting a table to provide information about the Department and to obtain information from citizens regarding the Department's scope of interest.
16. Distributed Fair Housing Information and when warranted referred housing concerns to the appropriate service.
17. Conducted a racial climate survey to the Police and Fire Department.
18. Modified the existing online complaint form, compliant procedure and complaint database in partnership with the Commission.
19. Converted past EEO4 data from paper logs an electronic log to simplify tabulation and research.
20. Joined the Police Department and the Board of Selectmen for a community discussion about race that was held by the Brookline Clergy Association.
21. Modified The Town's EEO statement and continued to revise the Town's Workplace Diversity and Inclusion Policy.
22. Assisted in the activation of the DICRC and assisted members to establish Commission goals for the year.
23. Formed a relationship with the League of Women Voters and has collaborated on initiatives to increase voter awareness of Town issues and to increase voter participation with emphasis on reaching people who have limited means.
24. Conducted a survey that assessed voting behavior.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2014	ESTIMATE FY2015	ACTUAL FY2015	ESTIMATE FY2016	ESTIMATE FY2017
ADA Complaints	N/A	N/A	3	3	3
Affirmative Action Complaints	N/A	N/A	1	1	1
Discriminatory Conduct Complaints	N/A	N/A	4	5	5
Housing Complaints	N/A	N/A	3	1	1
Entitlement Benefits Assistance (Health Insurance/SNAP)	N/A	25	10	25	25
Human Services Information and Referral	N/A	90	105	90	90
Program Development- Consultations-Collaborations	N/A	15	20	15	15
Town Department Divesity and Inclusion Consultations	N/A	1	1	10	10
# of Fire Fund Referrals	N/A	5	20	5	5
Number of Ramp Program Requests	N/A	1	3	3	3

TOWN OF BROOKLINE FY2017 PROGRAM BUDGET	PROGRAM GROUP: Human Services PROGRAM: Office of Diversity, Inclusion and Community Relations

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2014	NUMBER OF POSITIONS FUNDED FY2015	FY2016 SALARY RANGE LOW	FY2016 SALARY RANGE HIGH	FY2016 BUDGET NO.	FY2016 BUDGET AMOUNT	FY2017 RECOMMENDATION NO.	FY2017 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Director / Chief Diversity Officer	D-4	0.00	1.00	89,867	105,859	1.00	92,584	1.00	93,972
	Human Services Specialist	T-4	0.00	1.00	54,561	61,733	1.00	56,520	1.00	57,526
	Assistant Human Services Specialist	TBD	0.00	0.00			0.00	0	0.72	30,973
	Subtotal		0.00	2.00			2.00	149,104	2.72	182,471
510901	Temporary Part Time Salaries									
	ADA Intern		0.00	0.32			0.32	12,907	0.00	0
	Assistant Human Services Specialist		0.00	0.40			0.40	15,973	0.00	0
	Student Intern (3)		0.00	0.00				3,000		3,000
	Offset from Handicapped Parking Fines Fund							(12,907)		(15,000)
			0.00	0.72			0.72	18,973	0.00	(12,000)
513044	Longevity Pay							0		650
	Total		**0.00**	**2.00**			**2.72**	**168,077**	**2.72**	**171,121**

TOWN OF BROOKLINE FY2017 PROGRAM BUDGET	PROGRAM GROUP: Leisure Services PROGRAM: Recreation

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 Board of Selectmen 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 FY17 budget represents a $32,570 (3.2%) decrease, primarily due to the purchase of a vehicle in FY16, but not in FY17. Personnel increases $8,621 (1.2%) for Steps ($7,821) and Longevity ($800).

Utilities decrease $11,191 (6.8%) for Electricity ($23,140) and Water and Sewer ($1,433), partially offset by increases in Gasoline ($1,292), Diesel ($447) and Natural Gas ($11,643). Capital decreased by $30,000 ($88.2%), as described above.

PROGRAM COSTS - RECREATION DEPARTMENT					
CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	689,797	702,041	710,662	8,621	1.2%
Services	55,385	23,037	23,037	0	0.0%
Supplies	88,549	86,480	86,480	0	0.0%
Other	12,264	12,400	12,400	0	0.0%
Utilities	160,349	164,356	153,165	(11,191)	-6.8%
Capital	4,020	34,020	4,020	(30,000)	-88.2%
TOTAL	1,010,362	1,022,334	989,764	(32,570)	-3.2%
BENEFITS			820,717		
REVENUE	64,000	64,000	64,000	0	0.0%

TOWN OF BROOKLINE FY2017 PROGRAM BUDGET	PROGRAM GROUP: Leisure Services PROGRAM: Recreation

FY2017 OBJECTIVES

1. To participate in the creation and implementation of the Metro-West Adaptive Sports Collaborative.
2. To develop and implement a comprehensive staff training and orientation program for part time staff in all divisions and disciplines.
3. To utilize new cost recovery software to enable better management decisions.
4. To increase social media and marketing outreach by 10%.

FY2016 ACCOMPLISHMENTS

1. Successfully completed a four week Crowdfunding Campaign yielding over $20k for pool family changing area amenities.
2. Successfully upgraded the registration software system.
3. Increased social media outreach by 5%.
4. Successfully coordinated the 4th Annual Brookline Day event with over 8,000 attendees.
5. Coordinated donation and installed a new scoreboard system at Aquatics Center.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2014	ESTIMATE FY2015	ACTUAL FY2015	ESTIMATE FY2016	ESTIMATE FY2017
Registration by Telephone/					
Mail	8,097	7,600	7,958	7,600	7,900
$ Collected	$639,336	$625,000	$698,102	$635,000	$675,000
On-Line Registration/Payment					
# of Registrations	4,612	4,800	4,912	5,000	5,100
$ Collected	$544,323	$560,000	$574,704	$590,000	$596,700
% of fees paid with credit cards	76%	77%	78%	80%	80%
Telephone Inquiries/month	1,800	1,800	1,800	1,800	1,800
Recreation General Emails	4,500	6,000	6,417	6,250	6,500
Home Page Website Hits	85,000	84,000	25,780	87,000	26,000
Social Networking Inquiries					
Facebook Likes	1,050	1,100	1,266	1,200	1,300
Twitter Followers	410	675	995	750	1,100
Instagram Followers			168	250	300
Usage of Brookline Day free shuttles	3,400	3,500	3,525	3,750	3,750
Volunteers					
# of Volunteers	554	550	588	560	590
# of Hrs Total	9,211	9,000	9,970	9,250	10,234
$ Equivalent	$119,098	$118,710	$134,097	$124,413	$137,647
Rec Therapy					
# of Volunteers	151	164	124	165	170
# of Hrs Total	6,520	7,000	5,120	7,000	7,000
$ Equivalent	$90,823	$97,510	$73,954	$104,510	$101,150

TOWN OF BROOKLINE FY2017 PROGRAM BUDGET	PROGRAM GROUP: Leisure Services PROGRAM: Recreation

SUMMARY OF SUB-PROGRAMS

SUB-PROGRAMS	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Administration	581,783	601,426	598,478	(2,948)	-0.5%
Swimming Pool	428,579	420,909	391,286	(29,623)	-7.0%
TOTAL	1,010,362	1,022,334	989,764	(32,570)	-3.2%

Administration

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	459,073	481,499	487,813	6,313	1.3%
Services	54,792	22,245	22,245	0	0.0%
Supplies	30,558	30,980	49,980	19,000	61.3%
Other	12,264	12,400	12,400	0	0.0%
Utilities	21,550	20,701	22,441	1,739	8.4%
Capital	3,546	33,600	3,600	(30,000)	-89.3%
TOTAL	581,783	601,426	598,478	(2,948)	-0.5%

Swimming Pool

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	230,723	220,543	222,850	2,307	1.0%
Services	593	792	792	0	0.0%
Supplies	57,990	55,500	36,500	(19,000)	-34.2%
Other	0	0	0	0	0.0%
Utilities	138,798	143,654	130,724	(12,930)	-9.0%
Capital	475	420	420	0	0.0%
TOTAL	428,579	420,909	391,286	(29,623)	-7.0%

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	FY2015	FY2016	FY2017
General Fund	64,000	64,000	64,000
Revolving Fund	2,662,560	2,882,651	2,989,718
Golf Enterprise Fund	1,273,214	1,376,311	1,522,831
TOTAL	3,999,774	4,322,962	4,576,549
EXPENDITURES			
General Fund	1,010,362	1,022,334	989,764
General Fund Benefits est. (current employees)	247,528	264,216	364,430
Revolving Fund	2,517,829	2,887,629	2,989,718
Golf Enterprise Fund	1,277,431	1,376,312	1,522,831
TOTAL	5,053,150	5,550,491	5,866,743
Cost Recovery	**79.2%**	**77.9%**	**78.0%**
General Fund Subsidy	**20.8%**	**22.1%**	**22.0%**

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	$30,000
Soule Gym	$300
Environmental Ed Center	$600
Aquatic	$5,700
Eliot	$6,000
Tappan	$1,000
Outdoor Rec	$55,000
Outdoor Athletic	$1,000
Offsite - Out of Town Trips	$500
TOTAL	**$100,100**

TOWN OF BROOKLINE FY2017 PROGRAM BUDGET	PROGRAM GROUP: Leisure Services PROGRAM: Recreation

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2014	NUMBER OF POSITIONS FUNDED FY2015	FY2016 SALARY RANGE LOW	FY2016 SALARY RANGE HIGH	FY2016 BUDGET NO.	FY2016 BUDGET AMOUNT	FY2017 RECOMMENDATION NO.	FY2017 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Director	D-6	1.00	1.00	105,792	124,617	1.00	113,968	1.00	115,677
	Assistant Director	T-10	1.00	1.00	77,313	87,476	1.00	84,443	1.00	85,946
	Therapeutic Recreation Specialist	T-4	1.00	1.00	54,561	61,733	1.00	54,561	1.00	55,532
	Area Manager / Programs	GN-10	1.00	1.00	61,053	64,125	1.00	64,125	1.00	64,125
	Area Manager / Aquatic Director	GN-10	1.00	1.00	61,053	64,125	1.00	64,125	1.00	65,408
	Director Early Learning Center	GN-10	1.00	0.00	61,053	64,125	0.00	0	0.00	0
	Business/Administrative Manager	GN-10	1.00	1.00	61,053	64,125	1.00	61,053	1.00	62,061
	Recreation Leader	GN-7	1.00	1.00	51,313	53,895	1.00	53,020	1.00	53,894
	Building Custodian	MN-4	1.00	1.00	51,574	54,201	1.00	54,201	1.00	54,201
	Marketing/Office Assistant	C-7	0.00	1.00	44,986	46,953	1.00	47,985	1.00	47,985
	Senior Office Assistant	C-6	0.00	1.00	43,792	45,747	1.00	44,435	1.00	44,908
	Senior Clerk Typist	C-4	1.00	0.00	40,049	41,967	0.00	0	0.00	0
	Recreation Receptionist	C-4	1.00	1.00	40,049	41,967	1.00	41,967	1.00	41,967
	Facilities Assistant		1.00	0.00			0.00	0	0.00	0
	Subtotal		12.00	11.00			11.00	683,883	11.00	691,703
	Other									
510140	Shift Differential							3,500		3,500
510300	Regular Overtime							7,959		7,959
513044	Longevity Pay							3,900		4,700
515501	Clothing/Uniform Allowance (In Lieu of Boots)							2,800		2,800
	Subtotal							18,159		18,959
	Total		**12.00**	**11.00**			**11.00**	**702,041**	**11.00**	**710,662**

TOWN OF BROOKLINE FY2017 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 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 FY17 budget increases $146,520 (10.6%). Personnel increases $66,212 (14.1%) due to Collective Bargaining ($10,405), Temporary Part Time Salaries ($54,393) and Steps ($1,414). The decrease in Services ($3,000, 2.4%) is in Contracted Services ($10,000), but is offset by an increase in Equipment Cleaning/Repair ($7,000).

The $29,300 (15.1%) increase in Supplies is for Pro Shop Supplies ($1,500), Recreation Supplies ($15,000) and Agricultural Supplies ($12,800). The increase in Utilities ($5,961, 5.7%) is for Propane ($10,000), and is offset by decreases in Natural Gas ($96) and Electricity ($1,943). Capital increases $10,370 (13.6%). Intragovernmental increases $4,307 (2.4%), and Debt Service increases $33,370 (17.1%).

SUB-PROGRAM COSTS - GOLF ENTERPRISE

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	420,984	470,099	536,311	66,212	14.1%
Services	124,865	126,648	123,648	(3,000)	-2.4%
Supplies	185,650	193,950	223,250	29,300	15.1%
Other	3,009	8,100	8,100	0	0.0%
Utilities	108,817	103,919	109,880	5,961	5.7%
Capital	84,580	76,050	86,420	10,370	13.6%
Intragovernmental	163,049	177,791	182,097	4,307	2.4%
Debt Service	186,476	194,755	228,125	33,370	17.1%
Reserve	0	25,000	25,000	0	0.0%
TOTAL	1,277,431	1,376,311	1,522,831	146,520	10.6%
BENEFITS			110,218		
REVENUE	1,273,214	1,376,311	1,522,831	146,519	10.6%

TOWN OF BROOKLINE FY2017 PROGRAM BUDGET	PROGRAM GROUP: Leisure Services PROGRAM: Golf Enterprise Fund

FY2017 OBJECTIVES

1. To open a newly constructed practice facility for business in the summer of 2016.
2. To increase Player Development program participation by 25%.
3. To increase non-traditional golf revenues by 15%.
4. To begin renovation of holes 1 and 2.
5. To implement wetlands restoration plan.

FY2016 ACCOMPLISHMENTS

1. Increased Player Development participation by 120% over prior-season participation.
2. Increased non-traditional golf revenues by 89% in FY16.
3. Started the construction phase of the Practice Facility in October 2015.

PERFORMANCE / WORKLOAD INDICATORS

	ACTUAL FY2014	ESTIMATE FY2015	ACTUAL FY2015	ESTIMATE FY2016	ESTIMATE FY2017
Number of Rounds	30,774	34,000	28,416	34,000	35,000
# Rounds Employee	877	750	422	500	500
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	$2.85	$2.85	$3.04	$2.95	$2.86
Revenue per Round of Golf		$38.06	$41.23	$42.87	$47.58
Number of Golf Outing Rounds	1,538	1,550	1,576	1,600	1,750
Number of Club Tournament Rounds	120	120	84	120	120
Junior Golf Program Participants	125	125	105	150	150
Private lessons	650	675	725	675	800
Private school play	748	800	852	800	850
Public School Play (BHS)	482	300	335	300	355
College/University Play	113	150	153	150	175
Online tee time reservations	9,356	10,000	15,420	12,000	18,000
Tee Time Reservations - Telephone	21,418	25,500	12,996	22,000	17,000
Number of entries in database	12,869	13,200	13,349	15,000	15,000
Web-site Hits	140,553	145,000	157,255	150,000	165,000
Social Networking Inquiries					
Facebook Likes	437	500	488	600	600
Twitter Followers	1,105	1,200	887	1,200	1,000

TOWN OF BROOKLINE FY2017 PROGRAM BUDGET	PROGRAM GROUP: Leisure Services PROGRAM: Golf Enterprise Fund

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2014	NUMBER OF POSITIONS FUNDED FY2015	FY2016 SALARY RANGE LOW	FY2016 SALARY RANGE HIGH	FY2016 BUDGET NO.	FY2016 BUDGET AMOUNT	FY2017 RECOMMENDATION NO.	FY2017 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Head Golf Pro / Operations Manager	T-8	1.00	1.00	71,480	80,876	1.00	79,462	1.00	80,876
	Head Superintendent	GN-13	1.00	1.00	71,458	75,053	1.00	75,053	1.00	75,053
	Assistant Superintendent	GN-7	1.00	1.00	51,313	53,894	1.00	53,894	1.00	53,894
	Subtotal		3.00	3.00			3.00	208,410	3.00	209,824
510901	Temporary Part Time Salaries									
	Seasonals							242,370		296,763
	Teachers/Instructors							6,120		6,120
	Subtotal		0.00	0.00			0.00	248,490	0.00	302,883
	Other									
513044	Longevity Pay							650		650
515059	A-Day Buyouts							4,300		4,300
515501	Clothing/Uniform Allowance (In Lieu of Boots)							700		700
	Subtotal							5,650		5,650
	Collective Bargaining Increase - FY16							7,549		7,549
	Collective Bargaining Increase - FY17									10,405
	Total		**3.00**	**3.00**			**3.00**	**470,099**	**3.00**	**536,311**

TOWN OF BROOKLINE FY2017 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 FY17 budget reflects an increase of $101,990 (3.5%). Personnel increases $64,884 (3.6%) due to Collective Bargaining ($36,411), Steps ($16,132), Permanent Part Time Salaries ($504) and Temporary Part Time Salaries ($12,294), and is slightly offset by a decrease in Longevity ($457). Services increase $14,642 (4.0%) for Building Maintenance ($700), Professional / Technical ($10,000), Building Cleaning ($1,442), Field Trips ($1,000), Ecommerce Charges ($8,600), Athletic Event Officials ($3,000), and Credit Card Service Charges ($1,900), with a decrease in the Entertainers / Lecturers ($2,000) and Skating Rink Repair and Maintenance ($10,000).

Supplies decrease $5,100 (2.6%) due to a decrease in Recreation Supplies ($12,300), which is offset by increases in Meals and Receptions ($5,200) and Food Service Supplies ($2,000). Utilities increase $5,789 (5.7%) for Natural Gas ($2,254) and Water and Sewer ($3,535). Intergovernmental increases $21,776 (6.1%).

SUB-PROGRAM COSTS - REVOLVING FUND					
CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	1,619,897	1,815,917	1,880,801	64,884	3.6%
Services	267,606	365,463	380,105	14,642	4.0%
Supplies	138,700	193,942	188,842	(5,100)	-2.6%
Other	41,795	42,842	42,842	0	0.0%
Utilities	93,508	102,383	108,172	5,789	5.7%
Capital	6,390	7,980	7,980	0	0.0%
Intragovernmental	349,934	354,124	375,900	21,776	6.1%
TOTAL	2,517,829	2,882,651	2,984,641	101,990	3.5%
BENEFITS			332,462		
TOTAL REVENUE	2,662,560	2,882,651	2,984,641	101,990	3.5%

FY2017 OBJECTIVES

1. To expand online coaches training to include basketball.
2. To provide inclusion support to volunteers of recreation sports leagues.
3. To host playoff games for the Metrowest Travel Youth Basketball League for the first time.
4. To expand the grant-funded supplemental science program to more participants and additional grades.
5. To expand the Recreation Therapy social trips to larger inclusion group.
6. To formalize long term private-public partnerships with area organizations.
7. To continue to expand the Evelyn Kirrane Aquatics Center operating hours for public use.

FY2016 ACCOMPLISHMENTS

1. The Environmental Education division successfully completed its first grant-funded initiative science program in partnership with Steps to Success.
2. Established partnership with local child care centers for morning swim lessons.
3. Implemented *Behavioral Management* and *Inclusion Service* training for entire aquatics staff.
4. Formed a parent coordinated Brookline Basketball Association.
5. Increased 55+ Active Adults program participation by 50%.

PERFORMANCE / WORKLOAD INDICATORS

# of Participants:	ACTUAL FY2014	ESTIMATE FY2015	ACTUAL FY2015	ESTIMATE FY2016	ESTIMATE FY2017
Soule Center					
Soule Childcare	70	72	72	72	72
% of Cost Recovery	78%	85%	84%	95%	100%
# Waitlist Family Tours	75	65	150	70	150
Soule Gym					
Indoor Play	867	600	636	700	670
K-2 Basketball	176	102	104	185	110
Kirrane Skating Rink					
Public Skate	13,860	14,566	12,512	14,600	14,600
Rink Rentals	4,900	5,000	7,200	5,000	6,000
Brookline Environmental Ed Center					
All Activities	375	349	505	377	405
Community Gardens	102	108	103	102	105
Kirrane Aquatics Center					
Public Swim	28,988	29,875	29,567	30,113	29,892
BHS Swim Team	84	76	77	80	82
Rec Swim Team	212	210	211	200	198
Swim Lessons	2,169	2,255	2,451	2,307	2,379
% increase in passes sold	-12%	9%	4%	3%	2%

PERFORMANCE / WORKLOAD INDICATORS (Con't.)

	ACTUAL FY2014	ESTIMATE FY2015	ACTUAL FY2015	ESTIMATE FY2016	ESTIMATE FY2017
Eliot Rec Center					
After School	30	30	30	30	30
Vacation Week	90	90	80	90	90
Tappan Main Facility					
Basketball	655	650	662	650	660
Tennis - Indoor	23	40		40	
RAFT	1,195	1,025	972	1,100	1,025
Outdoor Facilities					
Summer Camp	1,020	1,046	1,052	1,046	1,050
Camp PSB Partnerships	130	130	125	150	130
Larz Picnic & Shelter	69,075	75,087	60,205	77,500	75,000
Special Events (Concerts/Hayride)	4,500	4,400	4,400	4,700	4,500
Outdoor Athletics Participants					
Lacrosse	454	400	387	450	400
Soccer	2,200	2,200	2,218	2,200	2,200
Softball	70	85	51	120	70
Archery	47	45	60	60	60
Field Hockey	30	30	25	30	30
Out Of Town Trips Participants					
Activities/Trips	162	300	326	300	330
Teen Ski	40	45	45	45	45
Ski/Snowboard Lessons	40	45	40	45	45
Recreation Therapy Participants	387	315	356	430	450
Programs and Services	175	180	79	195	85
Special Olympics	212	200	124	235	250
RT Trips (OTT)	17	25	14	25	15
% participants enrolled in two + activities (CY)	65%	70%	68%	75%	75%
% Forever Young participants using public transportation	100%	90%	100%	100%	100%

TOWN OF BROOKLINE FY2017 PROGRAM BUDGET	PROGRAM GROUP: Leisure Services PROGRAM: Recreation Revolving Fund

SUMMARY OF SUB-PROGRAMS

SUB-PROGRAMS	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Soule Center	782,265	788,030	867,776	79,745	10.1%
Soule Gym	32,088	51,832	47,622	(4,210)	-8.1%
Ice Skating Rink	210,576	262,923	255,325	(7,598)	-2.9%
Environmental Ed Center	103,525	109,041	111,721	2,680	2.5%
Aquatic	361,646	450,784	459,003	8,218	1.8%
Eliot	149,255	204,109	201,246	(2,862)	-1.4%
Tappan	184,803	226,969	231,020	4,052	1.8%
Outdoor Recreation	450,385	482,406	505,670	23,264	4.8%
Outdoor Athletic	164,448	169,857	194,583	24,726	14.6%
Off Site	78,836	108,906	110,675	1,770	1.6%
TOTAL	2,517,829	2,854,858	2,984,641	129,783	4.5%
TOTAL REVENUE	2,662,560	2,882,651	2,984,642	101,991	3.5%

Soule Center (Rec 1)

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	497,077	479,827	512,352	32,524	6.8%
Services	58,779	75,748	78,090	2,342	3.1%
Supplies	29,283	29,900	28,500	(1,400)	-4.7%
Other	4,868	6,500	6,500	0	0.0%
Utilities	31,257	28,425	31,917	3,492	12.3%
Capital	2,600	2,600	2,600	0	0.0%
Intragovernmental	158,401	165,030	207,817	42,787	25.9%
TOTAL	782,265	788,030	867,776	79,745	10.1%
REVENUE	658,041	810,322	857,611	47,289	5.8%

Brookline Environmental Ed Center (BEEC) (Rec 4)

SUB-PROGRAM COSTS

CLASS BY EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	66,533	70,457	73,128	2,671	3.8%
Services	8,692	10,740	12,640	1,900	17.7%
Supplies	2,163	1,500	2,120	620	41.3%
Other	605	1,000	1,000	0	0.0%
Utilities	3,497	2,108	2,108	0	0.0%
Capital	0	0	0	0	0.0%
Intragovernmental	22,036	23,236	20,725	(2,511)	-10.8%
TOTAL	103,525	109,041	111,721	2,680	2.5%
REVENUE	60,525	52,589	54,163	1,574	3.0%

Soule Gym (Rec 2)

SUB-PROGRAM COSTS

CLASS BY EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	13,031	24,708	25,904	1,196	4.8%
Services	7,401	11,850	12,750	900	7.6%
Supplies	418	1,476	1,366	(110)	-7.5%
Other	0	0	0	0	0.0%
Capital	0	0	0	0	0.0%
Intragovernmental	11,239	13,798	7,602	(6,196)	-44.9%
TOTAL	32,088	51,832	47,622	(4,210)	-8.1%
REVENUE	40,004	69,796	70,996	1,200	1.7%

Aquatic (Rec 5)

SUB-PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	316,318	368,637	381,778	13,141	3.6%
Services	14,059	26,153	28,953	2,800	10.7%
Supplies	13,965	33,312	31,532	(1,780)	-5.3%
Other	4,072	5,919	5,919	0	0.0%
Utilities	0	0	0	0	0.0%
Capital	0	1,000	1,000	0	0.0%
Intragovernmental	13,232	15,763	9,821	(5,942)	-37.7%
TOTAL	361,646	450,784	459,003	8,218	1.8%
REVENUE	565,001	570,000	577,765	7,765	1.4%

TOWN OF BROOKLINE FY2017 PROGRAM BUDGET	PROGRAM GROUP: Leisure Services PROGRAM: Recreation Revolving Fund

Ice Skating and Rink (Rec 3)

SUB-PROGRAM COSTS					
CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	108,222	126,220	131,901	5,681	4.5%
Services	22,828	31,275	22,175	(9,100)	-29.1%
Supplies	10,430	18,900	18,620	(280)	-1.5%
Other	0	0	0	0	0.0%
Utilities	56,899	71,850	74,147	2,297	3.2%
Capital	958	880	880	0	0.0%
Intragovernmental	11,239	13,798	7,602	(6,196)	-44.9%
TOTAL	210,576	262,923	255,325	(7,598)	-2.9%
REVENUE	168,536	158,596	161,768	3,172	2.0%

Eliot Rec Center (Rec 6)

SUB-PROGRAM COSTS					
CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	81,140	122,771	128,587	5,816	4.7%
Services	21,348	32,568	32,168	(400)	-1.2%
Supplies	17,469	21,169	17,309	(3,860)	-18.2%
Other	2,614	2,625	2,625	0	0.0%
Utilities	1,815	0	0	0	0.0%
Capital	2,024	3,000	3,000	0	0.0%
Intragovernmental	22,844	21,975	17,557	(4,418)	-20.1%
TOTAL	149,255	204,109	201,246	(2,862)	-1.4%
REVENUE	131,878	119,500	114,500	(5,000)	-4.2%

Tappan Street Gym (Rec 7)

SUB-PROGRAM COSTS					
CLASS BY EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	95,625	125,562	132,055	6,494	5.2%
Services	23,617	32,165	33,065	900	2.8%
Supplies	13,976	18,925	20,235	1,310	6.9%
Other	5,523	6,584	6,584	0	0.0%
Capital	233	500	500	0	0.0%
Intragovernmental	45,829	43,233	38,581	(4,652)	-10.8%
TOTAL	184,803	226,969	231,020	4,052	1.8%
REVENUE	161,389	175,448	182,148	6,700	3.8%

Off Site (Rec 10)

SUB-PROGRAM COSTS					
CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	26,741	46,345	48,530	2,185	4.7%
Services	36,303	49,762	50,662	900	1.8%
Supplies	3,187	2,700	2,700	0	0.0%
Other	0	300	300	0	0.0%
Utilities	39	0	0	0	0.0%
Capital	0	0	0	0	0.0%
Intragovernmental	12,566	9,798	8,483	(1,315)	-13.4%
TOTAL	78,836	108,906	110,675	1,770	1.6%
REVENUE	39,778	46,900	46,900	0	0.0%

Outdoor Recreation Programs (Rec 8)

SUB-PROGRAM COSTS					
CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	377,316	370,763	391,590	20,827	5.6%
Services	35,244	61,030	61,730	700	1.1%
Supplies	20,416	34,110	36,910	2,800	8.2%
Other	2,275	4,739	4,739	0	0.0%
Utilities	0	0	0	0	0.0%
Capital	575	0	0	0	0.0%
Intragovernmental	14,559	11,764	10,701	(1,062)	-9.0%
TOTAL	450,385	482,406	505,670	23,264	4.8%
REVENUE	647,992	615,000	630,024	15,024	2.4%

Outdoor Athletics (Rec 9)

SUB-PROGRAM COSTS					
CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Personnel	37,894	52,832	54,976	2,144	4.1%
Services	39,335	34,172	47,872	13,700	40.1%
Supplies	27,392	31,950	29,550	(2,400)	-7.5%
Other	21,838	15,175	15,175	0	0.0%
Capital	0	0	0	0	0.0%
Intragovernmental	37,989	35,727	47,010	11,282	31.6%
TOTAL	164,448	169,857	194,583	24,726	14.6%
REVENUE	259,786	264,500	288,767	24,267	9.2%

TOWN OF BROOKLINE FY2017 PROGRAM BUDGET	PROGRAM GROUP: Leisure Services PROGRAM: Recreation Revolving Fund

ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED FY2014	NUMBER OF POSITIONS FUNDED FY2015	FY2016 SALARY RANGE LOW	FY2016 SALARY RANGE HIGH	FY2016 BUDGET NO.	FY2016 BUDGET AMOUNT	FY2017 RECOMMENDATION NO.	FY2017 RECOMMENDATION AMOUNT
510101	Permanent Full Time Salaries									
	Director Early Learning Center	GN-10	0.00	1.00	62,274	65,408	1.00	65,408	1.00	65,408
	Recreation Leader II	GN-8	1.00	1.00	55,777	58,584	1.00	56,697	1.00	57,632
	Recreation Leader	GN-7	2.00	2.00	51,313	53,895	2.00	102,625	2.00	104,319
	Administrator/Lead Teacher	GN-7	1.00	1.00	51,313	53,895	1.00	53,895	1.00	53,895
	Environmental Educator and Outreach Coordinator	GN-7	1.00	1.00	52,339	54,972	1.00	54,972	1.00	54,972
	Asst Rec Leader	GN-5	0.00	1.00	44,611	46,857	1.00	51,313	1.00	51,313
	Curriculum Coordinator/Lead Teacher	GN-5	0.00	1.00	44,611	46,857	1.00	44,611	1.00	45,348
	Lead Teacher	GN-4	5.00	5.00	40,011	42,024	5.00	204,046	5.00	206,721
	Assistant Teacher	GN-3	1.00	1.00	35,724	37,521	1.00	26,793	1.00	36,313
	Building Custodian	MN-2	1.00	1.00	45,600	47,923	1.00	45,600	1.00	46,170
	Charge Off from Parks Department (Skating Rink)							46,833		46,833
	Subtotal		12.00	15.00			15.00	752,792	15.00	768,924
510102	Permanent Part Time Salaries									
	Activity Specialist/Soccer		0.93	0.00			0.00	0	0.00	0
	Lead Teacher	GN-4	1.60	0.75	40,011	42,024	0.75	30,503	0.75	31,007
	Senior Clerk Typist	C-4	0.80	0.00	40,049	41,967	0.00	0	0.00	0
	Subtotal		3.33	0.75			0.75	30,503	0.75	31,007
510901	Temporary Part Time Salaries									
	Asst Rec Leader				$12.00 /hr.	$14.19 /hr.		30,634		31,246
	Asst Teacher/Group Leader				$12.00 /hr.	$15.50 /hr.		66,478		67,808
	Bus Driver				$17.00 /hr.	$22.00 /hr.		21,782		22,217
	Coach				$12.00 /hr.	$26.00 /hr.		25,053		25,554
	Concessions/Pro Shop				$12.00 /hr.	$14.19 /hr.		10,974		11,194
	Coordinator/Director				$15.00 /hr.	$16.50 /hr.		95,961		97,882
	Counselor				$12.00 /hr.	$14.19 /hr.		215,131		219,433
	Custodian				$16.31 /hr.	$16.31 /hr.		14,171		14,453
	Guard				$12.00 /hr.	$16.00 /hr.		265,019		263,526
	Instructor				$12.00 /hr.	$50.00 /hr.		63,296		64,562
	Part Time Manager				$13.19 /hr.	$15.50 /hr.		39,587		40,379
	Referee				$12.00 /hr.	$38.00 /hr.		23,484		23,954
	Scorekeeper				$13.19 /hr.	$13.19 /hr.		1,047		1,068
	Specialist				$13.19 /hr.	$50.00 /hr.		81,793		83,428
	Subtotal							954,410		966,704
	Other									
510140	Shift Differential							2,500		2,500
510143	Working Out of Class							3,239		3,239
510300	Regular Overtime							23,621		23,621
513044	Longevity Pay							1,907		1,450
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							2,450		2,450
	Subtotal							50,417		49,960
	FY16 Collective Bargaining							27,795		27,796
	FY17 Collective Bargaining									36,411
	(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		**15.33**	**15.75**			**15.75**	**1,815,917**	**15.75**	**1,880,801**

PERSONNEL BENEFITS

Personnel Benefits total $57.6 million, which reflects an increase of $3.5 million (6.5%). 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 $29.7 million, an increase of 76%. If not for the move to the GIC, the increase would have been much greater. Contributory Pension costs have nearly doubled over the past decade, going from $9.9 million in FY07 to $19.6 million in FY17. The pages that follow detail all benefit items.

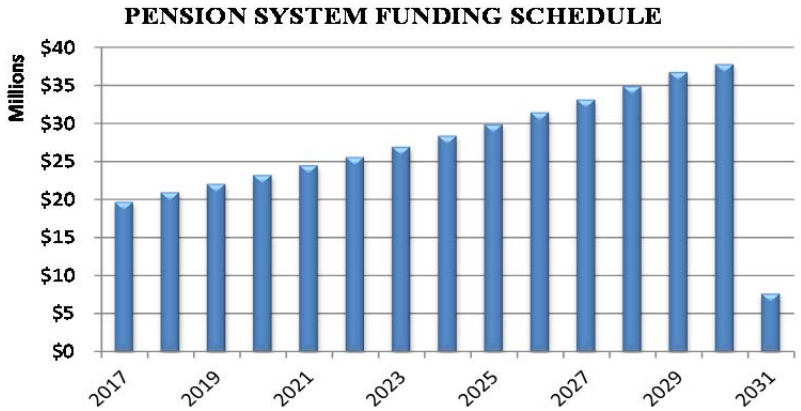
PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	BUDGET FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Pensions - Contributory *	17,764,774	18,592,021	19,623,677	1,031,656	5.5%
Pensions - Non-Contributory	117,799	115,000	95,000	(20,000)	-17.4%
Group Health Insurance	25,110,830	27,484,720	29,749,122	2,264,402	8.2%
Health Reimbursement Account (HRA)	49,478	70,000	0	(70,000)	-100.0%
Retiree Group Health Fund (OPEB's) *	3,311,860	3,499,119	3,774,838	275,719	7.9%
Employee Assistance Program (EAP)	24,900	28,000	28,000	0	0.0%
Group Life Insurance	132,666	145,000	145,000	0	0.0%
Disability Insurance	10,221	16,000	16,000	0	0.0%
Worker's Compensation *	1,450,000	1,550,000	1,450,000	(100,000)	-6.5%
Public Safety IOD Medical Expenses *	300,575	250,000	250,000	0	0.0%
Unemployment Compensation *	325,000	300,000	300,000	0	0.0%
Public Safety Medical Disability	18,565	40,000	40,000	0	0.0%
Medicare Payroll Tax	1,857,847	1,975,000	2,083,625	108,625	5.5%
TOTAL EXPENDITURE	50,474,515	54,064,859	57,555,261	3,490,402	6.5%

* The figures shown reflect the appropriation that was transferred to the trust fund from General Fund revenues, not actual expenditures.

PENSIONS - CONTRIBUTORY

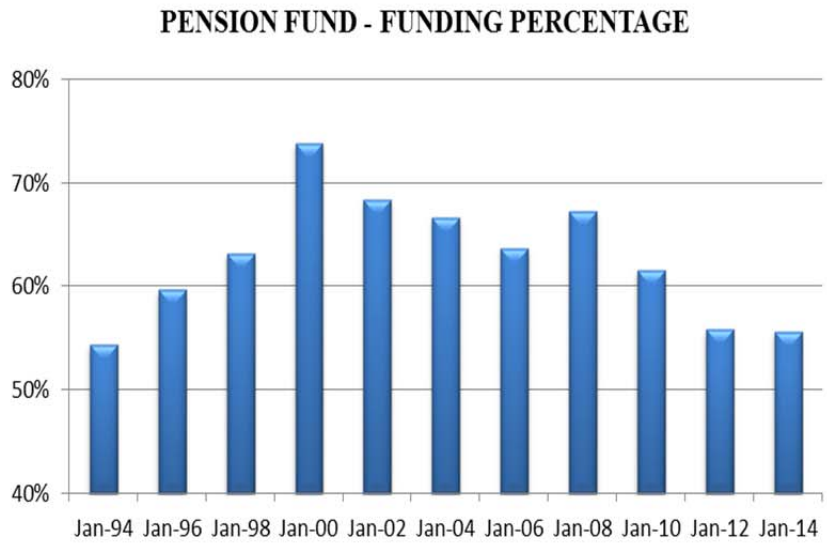
The Contributory Retirement System, a defined benefit program, is governed by Massachusetts General Laws, Ch. 32 and is regulated by the Public Employee Retirement Administration Commission (PERAC), a State entity responsible for the oversight, guidance, monitoring, and regulation of Massachusetts' 105 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.

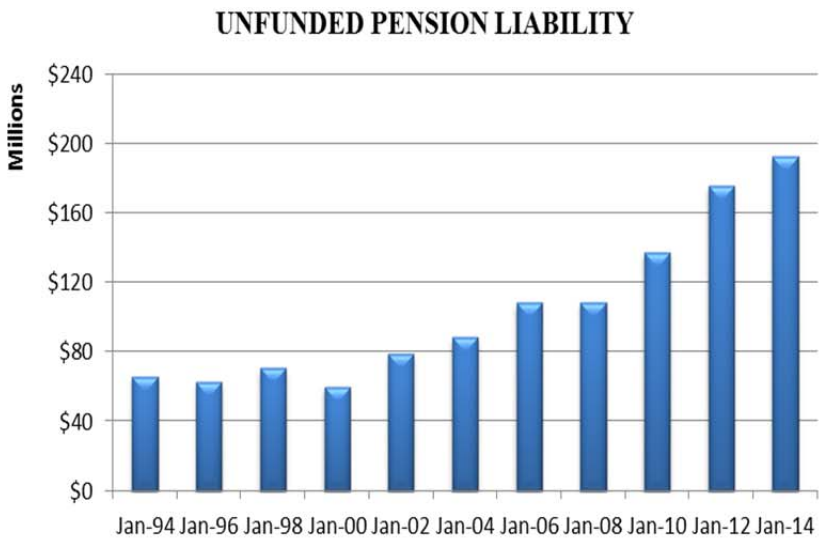


The Town's pension fund is under the control and custody of the Retirement Board, an entity that consists of two employees (active or retired) who are elected, one appointee

PENSIONS - CONTRIBUTORY (con't)

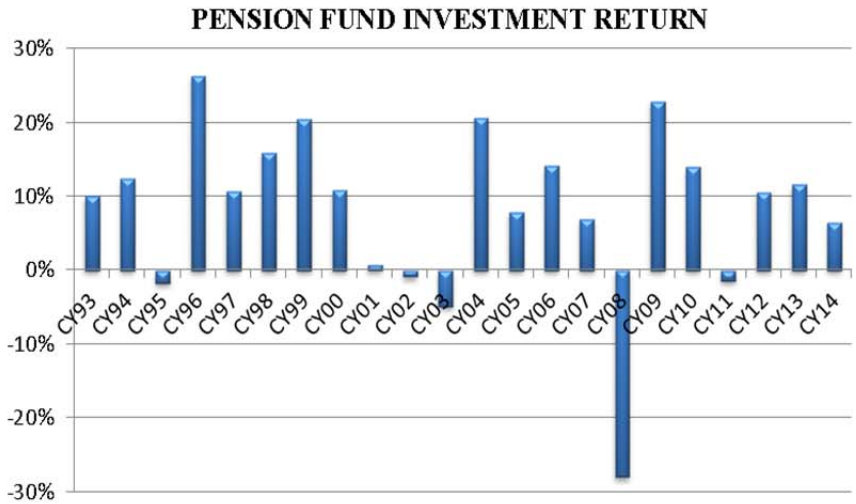
of the Board of Selectmen (currently the Finance Director), the Town Comptroller, and a fifth member chosen by the other four. There are approximately 1,395 active employees, 1,290 inactive employees, and 893 retirees and survivors who are members of the system. As of December 31, 2014, the retirement system was valued at approximately $260 million, an amount that reflects the gain of approximately 6.5% during CY14. The actuarial valuation and review as of January 1, 2014 showed the system being 55.7% funded with an unfunded liability of $192.6 million. Using an alternative estimated rate of return of 3.75%, the unfunded liability would increase to $427 million. The next formal update of the actuarial valuation will be as of January 1, 2016 and will be available late-Spring / early-Summer of 2016. The graphs below provide a history of both variables since 1/1/94.

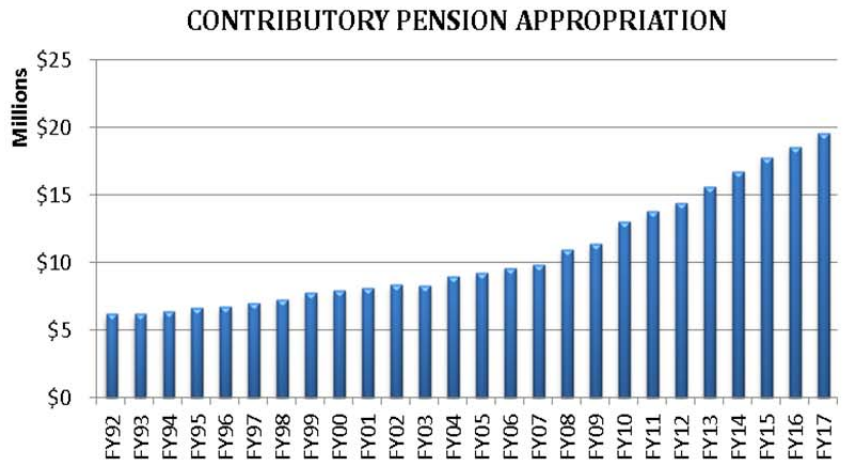




In an effort to help compensate for the 28% loss in CY08, which can be seen in the below left graph on the following page, the 2009 Fall Town Meeting appropriated additional monies ($965,151) into the pension fund. These funds came from two sources: new Meals Excise Tax / increased Lodging Excise Tax ($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. This offered the opportunity to further reduce the annual assumed rate of return as part of the 2014 valuation, something the Retirement Board did in the Fall of 2014 (they reduced the rate to 7.6%). The FY17 appropriation increases $1,031,656 (5.5%) to $19.6 million. The below right 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. There are currently six retirees receiving such pensions. Total FY17 expenditures are projected at $95,000, a decrease of $20,000 (17.4%).

GROUP HEALTH INSURANCE

Health insurance is a major cost center of the Town, accounting for 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.)

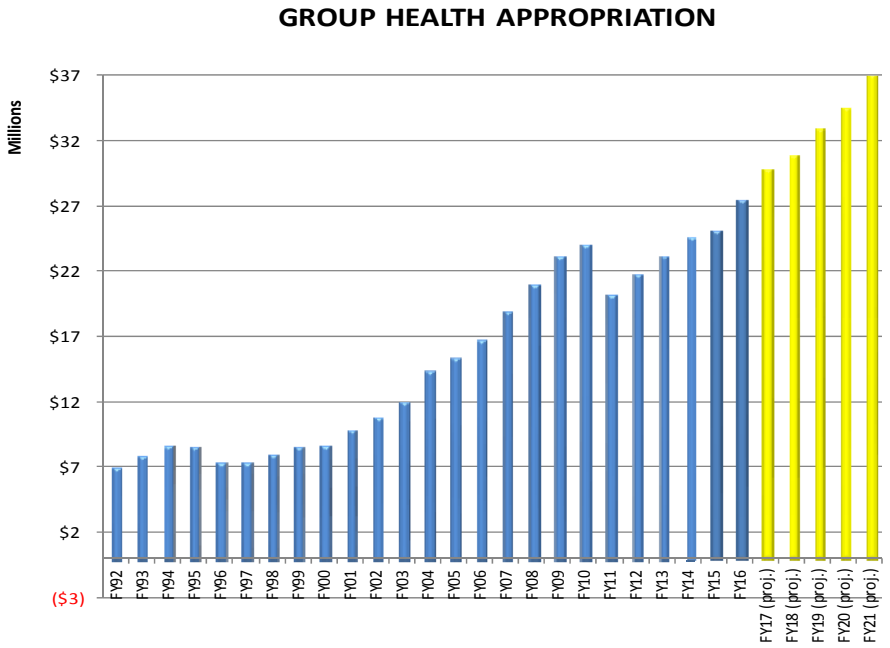
For FY08, the quoted rate increase from BC/BS was 12%. In response to the expected $2.7 million increase, the Town and its unions, under Coalition Bargaining, agreed to a number of plan design changes that reduced premiums by approximately $950,000 for the Town, partially offset by the loss of the Medicare 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 FY17 budget assumes a rate increase of 7.5% and 40 new enrollees, bringing the FY17 Group Health budget to $29.75 million, which reflects an increase of $2.3 million (8.3%). 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
(7)	2017	na	na	7.5%	$2,264,401
	Total				**$18,794,611**

(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.

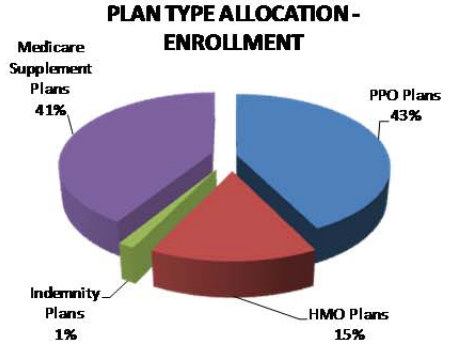


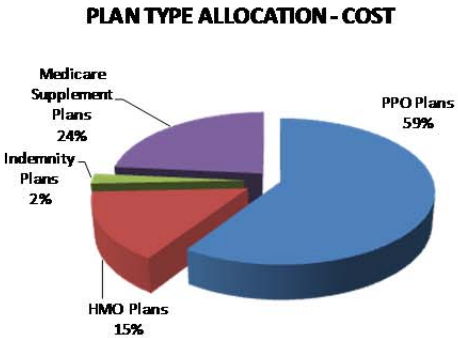
The left table on the following page shows the enrollment allocation between Town/School, Active/Retired, and Individual plan/Family plan while the pie charts in the middle break out enrollment and costs by plan type. The right graph shows the increase in the number of enrollees since FY98, during which time enrollment has increased 20% (521 enrollees), the result of additional school employees -- the number of school enrollees has grown by approximately 500 -- and the growing number of retirees. This increase compounds the large rate increases, placing additional pressure on the Town's budget.

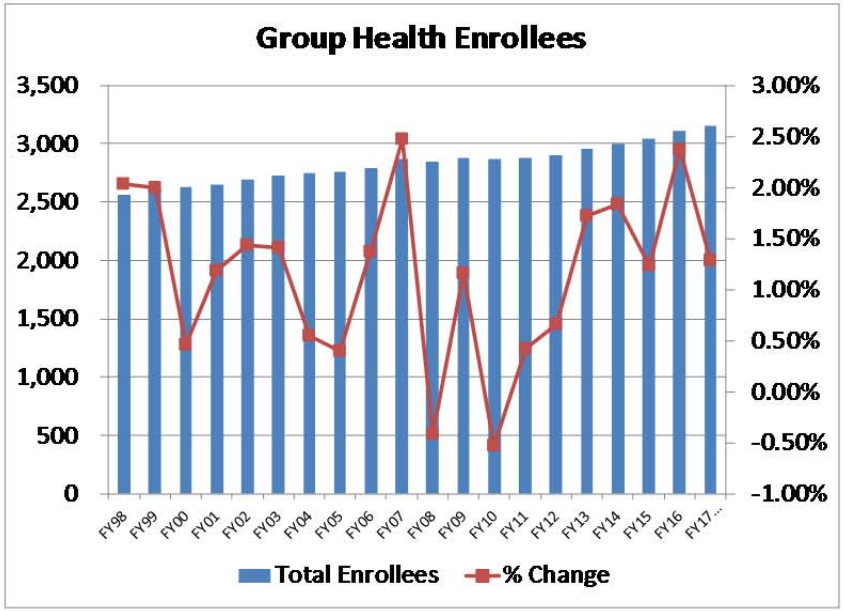
HEALTH REIMBURSEMENT ACCOUNT (HRA)

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 expires at the end of FY 2016. Funding for this account has been eliminated in FY 2017.

	ESTIMATE FY2016	ESTIMATE FY2017
Group Health Enrollment	3,082	3,114
Group Health Budget (in millions)	$27.48	$29.75
Town:		
Enrollment	1,364	1,361
% of Total	44.3%	43.7%
Budget	$12.16	$13.00
% of Total	44.3%	43.7%
School:		
Enrollment	1,718	1,753
% of Total	55.7%	56.3%
Budget	$15.32	$16.75
% of Total	55.7%	56.3%
Active:		
Enrollment	1,515	1,537
% of Total	49.2%	49.4%
Budget	$17.40	$18.80
% of Total	**63.3%**	**63.2%**
Retiree:		
Enrollment	1,567	1,577
% of Total	50.8%	50.6%
Budget	$10.09	$10.95
% of Total	**36.7%**	**36.8%**
Individual:		
Enrollment	2,179	2,192
% of Total	70.7%	70.4%
Budget	$14.58	$15.78
% of Total	**53.1%**	53.1%
Family:		
Enrollment	903	922
% of Total	29.3%	29.6%
Budget	$12.90	$13.97
% of Total	47.0%	47.0%







POST-RETIREMENT BENEFITS TRUST FUND (OPEB's)

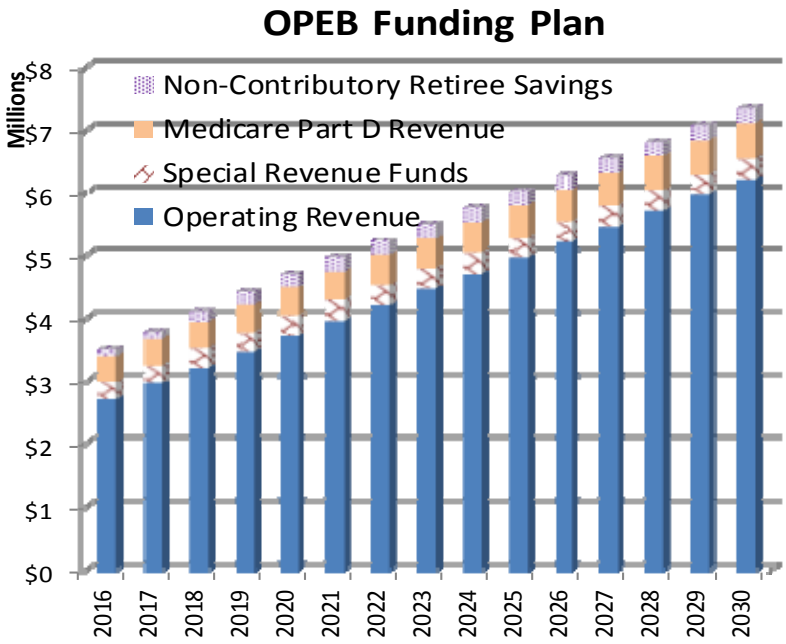
Retiree healthcare benefits are of significant concern to both public and private sector employers. The aging of the workforce, combined with escalating healthcare costs, raise serious concerns about how these benefits will be financed. For Brookline, more than 50% of all enrollees are retirees, and that figure will grow over the next few years as the Baby Boomers retire.

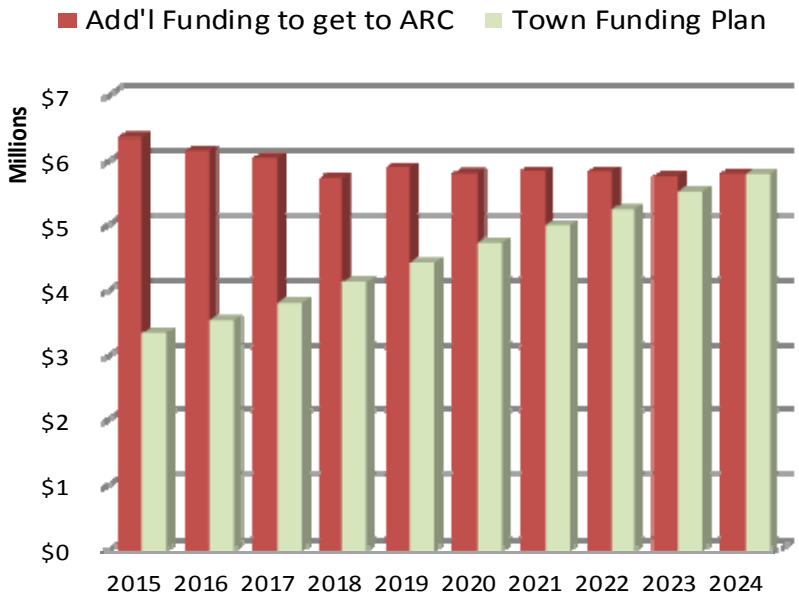
The Government Accounting Standards Board (GASB) issued Statements No. 43 and No. 45 in 2004, both of which address the Other Post-Retirement Benefit (OPEB) issue. The purpose of GASB 43 is to require the accrual of liabilities of OPEB generally over the working career of plan members rather than the 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, 2014, was $198.3 million. (This will next be updated with figures as of June 30, 2016.) Using an alternative estimated rate of return of 3.75%, the unfunded liability would increase to $343 million.

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 FY17, $3.2 million of General Fund revenue is recommended for appropriation plus $281,027 from assessments on grants / special revenue funds. These proposals result in a FY17 appropriation of $3.8 million. According to the actuary report, if the Town continues to follow its funding plan, the Town should be fully-funding the Annual Required Contribution (ARC) in less than 10 years (see below right graph). 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 Town implemented an Employee Assistance Program on May 1, 1999 to provide short-term counseling or referral services to employees and their families who may be experiencing personal or family problems. The use of this program is voluntary and confidential. The budget is level-funded at $28,000.

GROUP LIFE INSURANCE

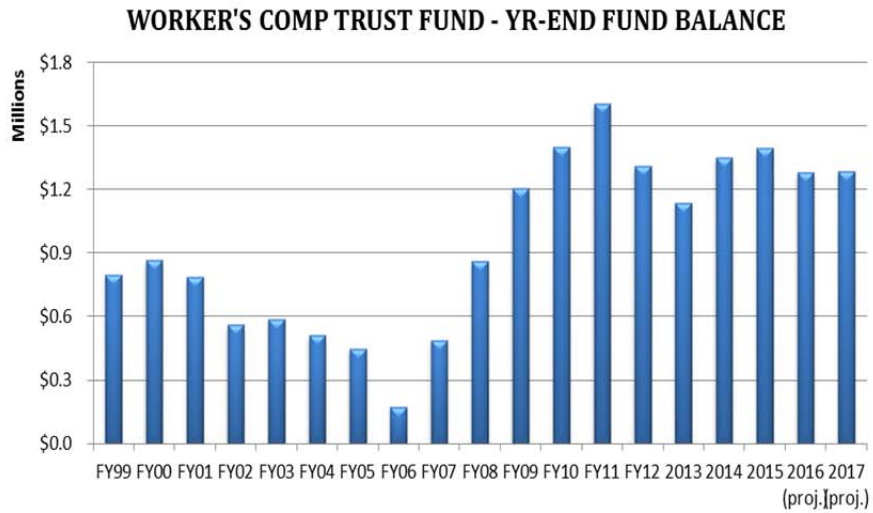
The Town provides a group life insurance program available for all employees and retirees. Those who choose to enroll are insured at $5,000. There are approximately 1,395 active employees and 994 retirees enrolled in the program. The Town entered into a 36-month contract with Boston Mutual Insurance 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 FY17 budget is level funded at $145,000.

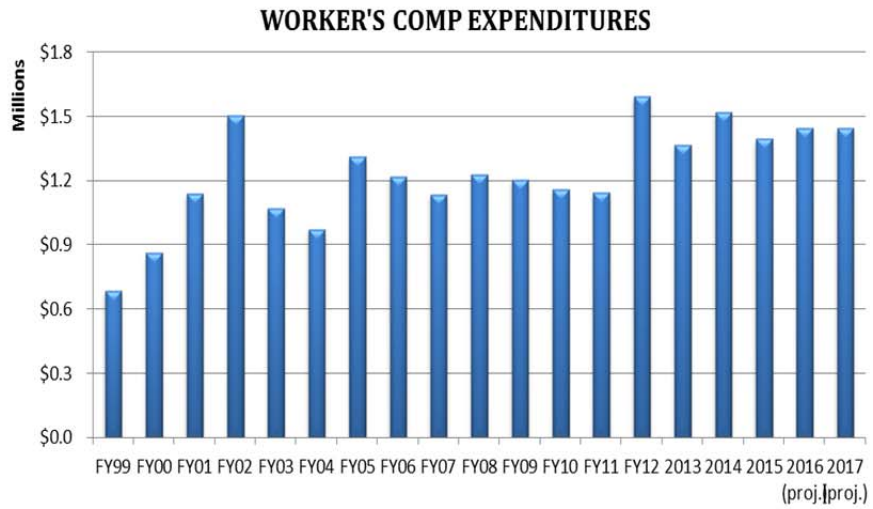
DISABILITY INSURANCE

The Town provides disability insurance to members of the Department Head and Senior Administrator Classification Plan. 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 FY17 budget is level-funded at $16,000.

WORKERS' COMPENSATION

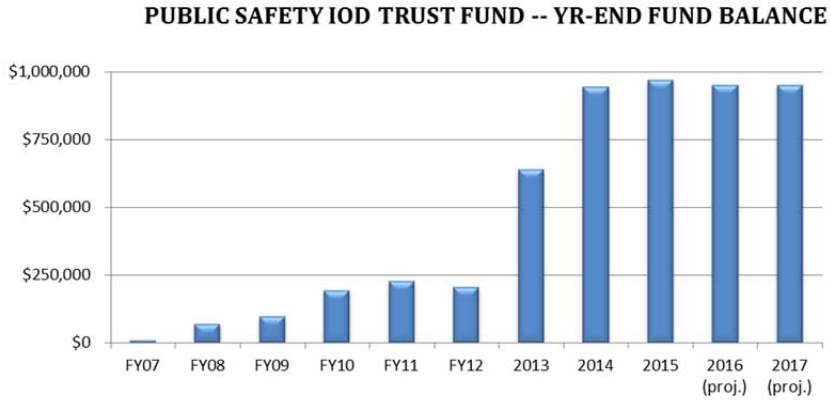
The Town provides workers' compensation on a self-insured basis with a stop loss policy of $800,000 per accident. Employees injured on the job receive 60% of their pay tax-free plus 100% of associated medical bills. Accumulated sick leave may be used to make up the difference between this compensation 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. The FY17 budget is decreased $100,000 (6.5%) to $1.45 million.

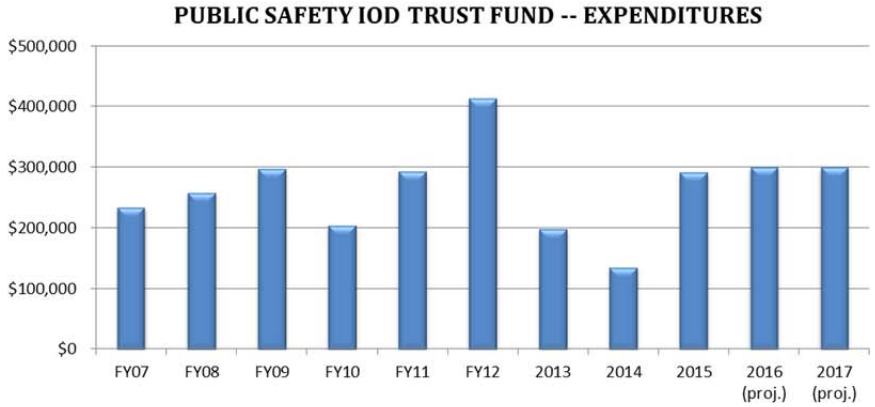




PUBLIC SAFETY INJURED ON DUTY (IOD) MEDICAL EXPENSES TRUST FUND

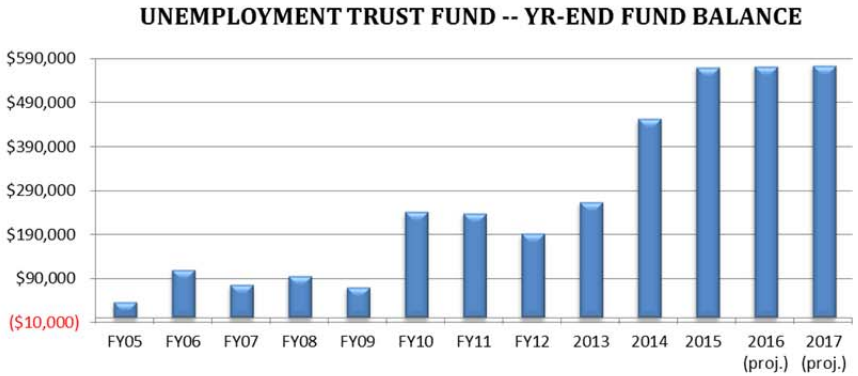
At the Town's request, the Legislature enacted Chapter 40 of the Acts of 2006, a Home Rule petition that established a Public Safety Injured on Duty (IOD) Medical Expenses Trust Fund. This fund is modeled after the Workers' Compensation Trust Fund statute (MGL, Ch. 40, Sec. 13A) and allows the Town to 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. The FY17 request is $250,000, which is level funded. 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.

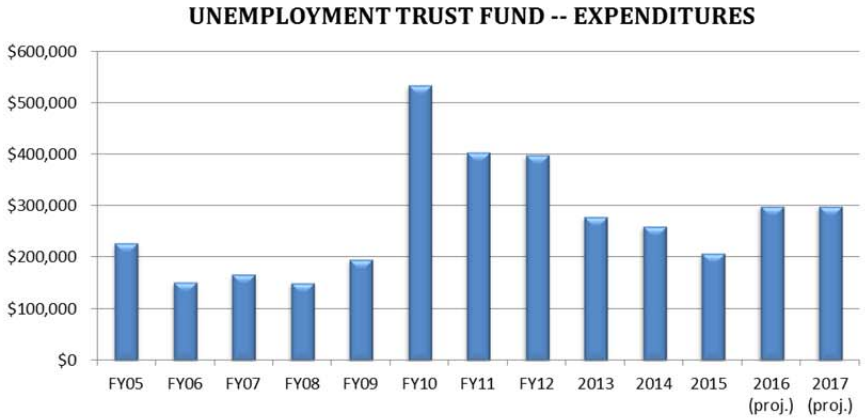




UNEMPLOYMENT COMPENSATION

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 FY17, the budget is level funded at $300,000. 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.



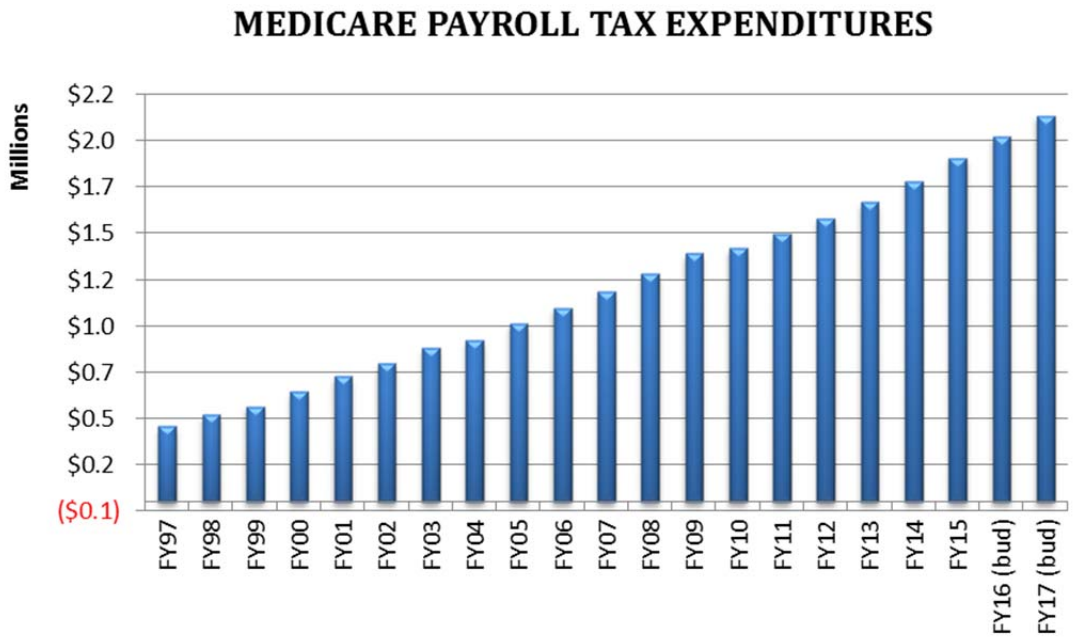


PUBLIC SAFETY MEDICAL DISABILITY

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 FY17 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 FY17 requested amount is increased $108,625 (5.5%) to $2.083 million.



DEBT SERVICE

Debt Service is the payment of principal and interest costs for bonds issued by the Town for capital projects. For FY17, the Debt Service budget for the General Fund is $10.7 million, an increase of $1,264,347 (13.3%). 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 Board of Selectmen'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 $101 million in bond authorizations have been voted by Town Meeting, of which $91 million is supported by the General Fund and $10 million is supported by Enterprise Funds. As a result, total outstanding debt is now approximately $70 million, with the General Fund responsible for $60 million. FY17 General Fund long-term debt service is projected to total $10.58 million, an increase of $1,264,347 (13.6%) from FY16. The table on page VII-17 shows debt service for all funds, which totals $13.2 million, an increase of $1,361,307 (11.0%).

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 Board of Selectmen. BAN interest costs for FY17 are level-funded at $100,000.

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 FY17 at $60,000.

PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	BUDGET FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Long-Term Debt - Principal	7,196,544	7,183,044	7,923,973	**740,929**	**10.3%**
Long-Term Debt - Interest	2,193,256	2,135,547	2,658,965	**523,418**	**24.5%**
Total Long-Term Debt	9,389,800	9,318,591	10,582,938	**1,264,347**	**13.6%**
Short-Term Debt Interest - Bond Anticipation Notes (BAN's)	0	100,000	100,000	**0**	**0.0%**
Total Short-Term Debt	0	100,000	100,000	**0**	**0.0%**
Abatement Interest & Refunds	13,533	60,000	60,000	**0**	**0.0%**
TOTAL EXPENDITURE	9,403,333	9,478,591	10,742,938	**1,264,347**	**13.3%**

UNCLASSIFIED

The Unclassified portion of the budget represents miscellaneous accounts in the Town budget, including various reserves. This category of expenses totals $3.25 million, an increase of $228,162 (7.6%).

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 FY17 at $35,000.

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 FY17 are estimated to be $12,585, an increase of $306 (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 FY17 is increased $11,503 (3.0%) to $394,148.

PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	BUDGET FY2017	FY17 vs. FY16 $ CHANGE	FY17 vs. FY16 % CHANGE
Out of State Travel	2,253	3,000	3,000	0	0.0%
Printing of Warrants & Reports / Town Mtg	28,046	35,000	35,000	0	0.0%
Mass. Municipal Association (MMA) Dues	11,746	12,278	12,585	306	2.5%
General Insurance	332,137	382,645	394,148	11,503	3.0%
Audit and Professional Services	81,500	130,000	137,000	7,000	5.4%
Contingency Fund	10,528	15,000	15,000	0	0.0%
Liability / Catastrophe Fund *	234,839	78,969	144,322	65,352	82.8%
Affordable Housing Trust Fund *	170,390	163,078	158,539	(4,539)	-2.8%
Stabilization Fund *	0	0	0	0	-
Reserve Fund **	1,718,000	2,200,198	2,348,737	148,539	6.8%
Property Tax Supported (0.75%)	na	1,650,148	1,761,553	111,404	6.8%
Free Cash Supported (0.25%)	na	550,049	587,184	37,135	6.8%
TOTAL EXPENDITURE	2,589,439	3,020,168	3,248,330	228,162	7.6%

* Amounts transferred to the trust fund from General Fund revenues.

** For the FY15 Actual, the figure shown represents the actual amount spent from the Reserve Fund.

AUDIT AND PROFESSIONAL SERVICES

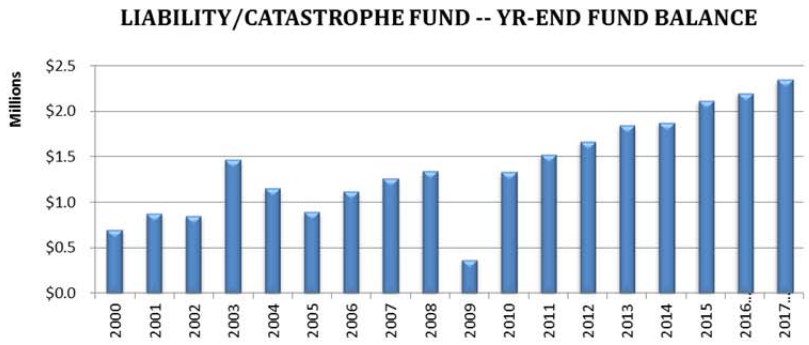
In accordance with State law, the Town contracts for an annual independent audit of its accounts. The cost of the annual audit for FY17 is budgeted at $92,000, while the remaining $45,000 is for outside professional consulting services that may be necessary during the course of the year. This budget increased by $7,000 (5.4%) to $137,000 for FY17.

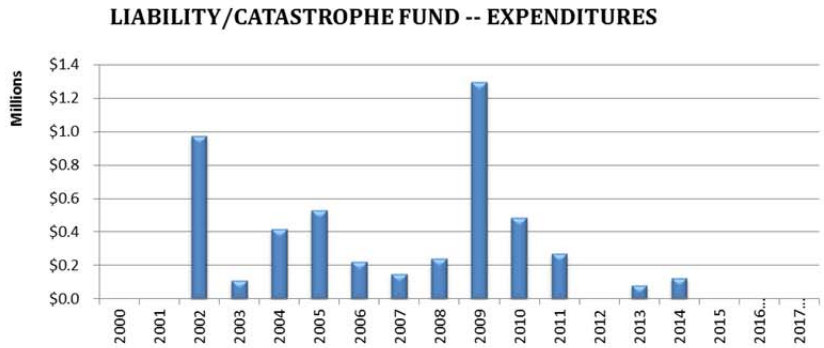
CONTINGENCY FUND

This small contingency fund, which is administered by the Selectmen 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 $2.2 million for FY17. The amount required to achieve the recommended funding level for FY17 is $144,322, an increase of $65,352 (82.8%). 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).





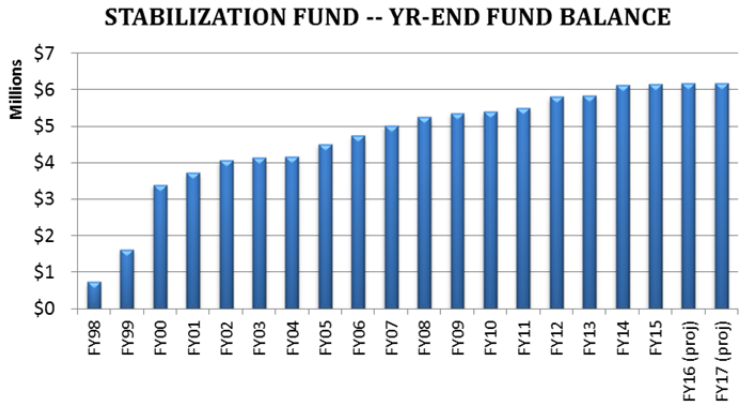
AFFORDABLE HOUSING TRUST FUND (AHTF)

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 Selectmen 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. Based on this policy, $158,539 is recommended for appropriation into the AHTF in FY17. The table on the following page provides a history of funding by source, along with the annual year-end fund balance.

	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16 (proj.)
From Free Cash	$0	$1,000,000	$311,225	$316,455	$348,312	$0	$0	$0	$0	$0	$0	$355,264	$251,363	$555,106	$170,390	$163,078
From Developers	$1,719,294	$763,249	$662,564	$410,133	$1,077,623	$349,203	$554,254	$187,275	$550,372	$0	$0	$0	$0	$0		$0
Loan Repayments			$298,067		$358,339	$135,014			$221,000			$12,744	$283,111		$549,688	$541,307
Interest Income	$75,700	$74,642	$51,007	$43,425	$102,676	$249,165	$299,894	$257,114	$119,709	$49,911	$35,085	$23,301	$17,563	$18,534	$19,129	$15,934
Misc			$1,300		$676,846	$5,000										
Revenue	**$1,794,994**	**$1,837,891**	**$1,324,163**	**$770,013**	**$2,563,797**	**$738,383**	**$854,149**	**$444,389**	**$891,081**	**$49,911**	**$35,085**	**$391,309**	**$552,037**	**$573,640**	**$739,207**	**$720,319**
Expend./Encumb.	$313,467	$39,220	$1,000,000	$815,073	$1,726,530	$14,999	$651,750	$393,500	$0	$1,000,000	$589,663	$825,866	$199,989	$826,062	$2,100,002	$2,229,809
Expend./Encumb.	**$313,467**	**$39,220**	**$1,000,000**	**$815,073**	**$1,726,530**	**$14,999**	**$651,750**	**$393,500**	**$0**	**$1,000,000**	**$589,663**	**$825,866**	**$199,989**	**$826,062**	**$2,100,002**	**$2,229,809**
Year-End Fund Balance	**$1,619,981**	**$3,418,652**	**$3,742,815**	**$3,697,754**	**$4,535,020**	**$5,258,404**	**$5,460,803**	**$5,511,692**	**$6,402,773**	**$5,452,684**	**$4,898,106**	**$4,576,196**	**$4,928,244**	**$4,675,822**	**$3,315,027**	**$3,166,332**

STABILIZATION FUND

A "Capital Stabilization Fund" was established upon the 1997 recommendation of the CIP Policy Review Committee, a study group appointed by the Board of Selectmen 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 FY17. The graph below shows the annual year-end fund balance.

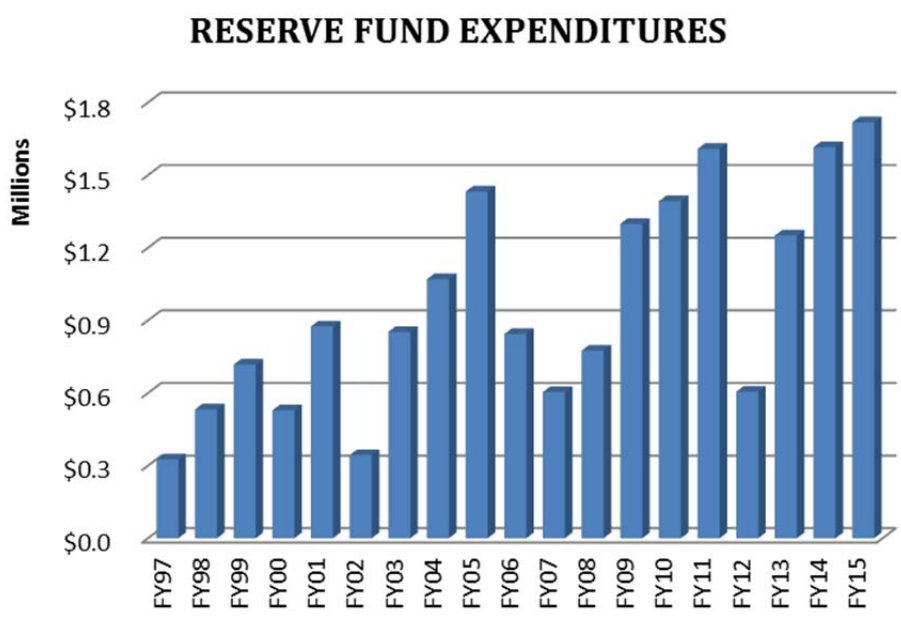


RESERVE FUND

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 $2,348,739, which represents an increase of $148,539 (6.8%), 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, $1,761,553 comes from the Operating Budget and $587,184 comes from Free Cash. The graph below shows the annual spending history.



Public Schools of Brookline

The School Committee budget request for fiscal year 2017 is $100,692,256 (5.0%). The School Committee will continue to use offsets to fund the school budget. The only change in the revenue offset due to a reduction in students eligible to claim under Circuit Breaker. The reduction in revenue nets to an overall budget increase of $4,725,214 (4.78%).

Program Funding Sources								
Class of Revenue	Budget FY15	Override Change	Budget FY16	Adj*	STM FY16	Request FY17	$ Change	% Change
Appropriation	$ 86,842,576	$ 9,447,804	$ 96,290,380	$(374,286)	$ 95,916,094	$ 100,962,256	$ 4,776,163	4.98%
Tuition and Fees	$ 675,744	$ -	$ 675,744		$ 675,744	$ 675,744	$ -	0.00%
Facility Rental	$ 150,000	$ 75,000	$ 225,000		$ 225,000	$ 225,000	$ -	0.00%
Circuit Breaker	$ 1,756,509	$ (200,000)	$ 1,556,509		$ 1,556,509	$ 1,505,560	$ (50,949)	-3.27%
Revolving Fund Reimbursement	$ 150,680	$ -	$ 150,680		$ 150,680	$ 150,680	$ -	0.00%
Other Revenue	$ 1,083,780	$ (725,100)	$ 358,680		$ 358,680	$ 358,680	$ -	0.00%
Total	$ 90,659,289	$ 8,597,704	$ 99,256,993	$(374,286)	$ 98,882,707	$ 103,877,920	$ 4,725,214	4.78%
				* Health Ins. $100K Bldg				

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. While we typically finalize these guidelines in early winter, we are piloting a new process to accelerate our development of the FY2017 budget. This should allow greater opportunities for planning among educators and coordination with the overall Town of Brookline budget.

Budget Development Principles

The budget should serve to accomplish the Public Schools of Brookline Strategic Plan Goals:

1. Every Student Achieving
2. Every Student Invested in Learning
3. Every Student Prepared for Change and Challenge
4. Every Educator Growing Professionally

PROGRAM COSTS

CLASS OF EXPENDITURES	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs. FY16	
				$ CHANGE	% CHANGE
TOTAL		95,916,093	100,692,256	4,776,163	5.0%
BENEFITS		30,897,468	32,497,276	1,599,807	5.2%
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

The budget should remain consistent with the investment priorities outlined by the PSB for the override voted on May 5, 2015, and in particular maintain the BSC's ongoing commitments to:

1. Low student-to-teacher ratios, especially in the early grades;
2. Program Review—a periodic fact-based evaluation and revision of our core programs for students—a key priority this year is the implementation of the restructured ECS program;
3. Student and staff diversity and equity, including but not limited to the METCO program;
4. District-wide capacity to collect, analyze, and use student assessment data to understand both individual student growth and longitudinal trends for the district;
5. Evidence-based student achievement initiatives such as the Literacy Initiative, the Benchmark Assessment System, the Calculus Project, and training for inclusion in collaboration with the Landmark School;
6. Robust art, music, foreign language, and physical education as part of the school day.

The budget should also reflect the following current conditions and priorities:

1. Special Education: The PSB should continue to invest in high quality in-district programming and inclusion classrooms for students with special needs, as well as identify targeted investments and innovations in district-wide programs.
2. Collective Bargaining: The BSC approved one-year collective bargaining agreements with all its unions to cover Fiscal Year 2015, but those contracts have all expired as of September 1, 2015. We are currently in negotiations for a new multi-year Collective Bargaining Agreement between the Brookline School Committee and the Brookline Educators Union (BEU). The budget should reflect new contracts consistent with the sustainable growth budget model indicated above.

3. State Mandates: The BSC expects the PSB to continue to budget to meet the demands of various mandated initiatives. Mandated initiatives for 2017 will include:

   - Educator Evaluation. Piloted in 2013-14 with system-wide implementation in 2014-15, the new system requires changes in both training and supervision, with additional implications for personnel hiring and assignment. Commitment to evaluation and development for our teachers and school leaders is a critically important pillar of our educational system.
   - Rethinking Equity and Teaching for English Language Learners (RETELL). All licensed educators are required (teacher and administrators) to earn a Sheltered English Immersion (SEI) Teacher Endorsement. Most educators earn their RETELL SEI Teacher Endorsement by completing the 45-hour graduate-level Teacher Endorsement course.
   - Special Revenue Funds. Review and analyze the sustainability of reliance on these funds for basic and specialized program needs.

4. Educational Technology: This includes key investments required for phased implementation of a robust and flexible technology infrastructure:

   - Innovative approaches to teaching and learning, and equitable and universal access to advanced technology for all our students in a growing School population
   - Financial implications of changes to the Information Technology governance structure between the PSB and the Town of Brookline
   - Costs of implementing and supporting a new testing system, acknowledging there remains uncertainty about the Commonwealth's participation in the Partnership for Assessment and Readiness for College and Careers (PARCC)

NON-APPROPRIATED EXPENSES

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 $8,296,837, a decrease of $105,055 (1.3%) for FY17. The total projected State and County Assessments of $6,381,971, an increase of $62,256 (1.0%), includes $5,116,912 for the MBTA and $862,578 for Norfolk County. The remaining Non-Appropriated expenses include Education Offsets, Tax Titles/ Court Judgments/ Deficits, and the Tax Levy Overlay. Those items decrease $167,311 (8.0%).

CLASS OF EXPENDITURE	ACTUAL FY2015	BUDGET FY2016	REQUEST FY2017	FY17 vs FY16 $ CHANGE	FY17 vs FY16 % CHANGE
State and County Assessments					
County	785,286	841,540	862,578	**21,038**	**2.5%**
Air Pollution District	26,612	28,045	28,747	**702**	**2.5%**
Metropolitan Area Planning Council (MAPC)	29,558	29,255	29,986	**731**	**2.5%**
Special Education	60,074	49,812	49,812	**0**	**0.0%**
School Choice Sending Tuition	13,400	3,953	6,700	**2,747**	**69.5%**
Charter School Assessment	20,293	68,157	54,856	**(13,301)**	**-19.5%**
Registry Parking Surcharges	232,380	232,380	232,380	**0**	**0.0%**
MBTA	5,032,109	5,066,573	5,116,912	**50,339**	**1.0%**
SUB-TOTAL - STATE AND COUNTY ASSESSMENTS	6,199,712	6,319,715	6,381,971	**62,256**	**1.0%**
Misc. Non-Appropriated Expenses					
Education Offsets	126,443	91,451	89,866	**(1,585)**	**-1.7%**
School Lunch	29,385	0	0	**0**	**0.0%**
Libraries	97,058	91,451	89,866	**(1,585)**	**-1.7%**
Tax Levy Overlay	2,080,721	1,965,726	1,800,000	**(165,726)**	**-8.4%**
Tax Titles/ Court Judgments/ Deficits	25,000	25,000	25,000	**0**	**0.0%**
SUB-TOTAL - MISC. NON-APPROPRIATED	2,232,164	2,082,177	1,914,866	**(167,311)**	**-8.0%**
TOTAL NON-APPROPRIATED	**8,431,876**	**8,401,892**	**8,296,837**	**(105,055)**	**-1.3%**

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 CY2014. Under the present EQV's, Brookline pays more than 13% 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 FY17 assessment is estimated to increase $21,038 (2.5%) to a total of $862,578.

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 FY17 are expected to increase $702 (2.5%) to $28,747.

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 $731 (2.5%) for FY17, resulting in a projected cost of $29,986.

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 FY17 assessment is estimated to remain the same, resulting in a cost of $49,182.

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 $6,700 assessment is expected for FY17, an increase of $2,747 (69.5%).

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 FY17 assessment is expected to decrease by $13,301 (19.5%), for a projected cost of $54,856.

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 FY17 surcharge assessment is expected to remain at $232,380.

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 FY17 total assessment for all communities is estimated at $164.1 million, with the Town's assessment at $5.12 million, a projected increase of $50,339 (1.0%).

EDUCATION OFFSET

Included in the estimated amount of aid to be received from the State are grant funds for the Schools and 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 $1,585 (1.7%), for a projected cost of $89,866. 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 proposed overlay for FY17 is $1.8 million, or approximately 0.9% of the total property tax levy, a decrease of $165,726 (8.4%).

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 FY17 are level-funded 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.

TOWN OF BROOKLINE FY2017 PROGRAM BUDGET	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 2011-2014. It shows the beginning and year-end fund balances for the Town's funds.

COMBINED SUMMARY OF REVENUES AND EXPENDITURES (Budgetary basis) - FY11

	Governmental General Fund	Special Revenue - Recreation Revolving Fund	Other Special Revenue	Enterprise - Water & Sewer	Enterprise - Golf	Capital Projects	Agency Funds	Private Purpose Trust Funds	Internal Service Funds	Total All Funds
Revenues										
Real & Personal Property Taxes, net of refunds	155,898,463									$ 155,898,463
Motor Vehicle & other Excise Taxes	5,178,153									$ 5,178,153
Hotel/Motel Tax	1,244,887									$ 1,244,887
Charges for Services	4,776,101	2,133,252	3,934,352	24,217,159	1,047,275		2,082,380			$ 38,190,520
Penalties & Interest on Taxes	498,405									$ 498,405
PILOT	908,270									$ 908,270
Licensees and Permits	3,586,851									$ 3,586,851
Fines & forfeitures	4,274,494									$ 4,274,494
Intergovernmental	14,225,080		11,524,683	2,366,648		912,112				$ 29,028,523
Departmental & other	1,238,807		5,154,576					86,405		$ 6,479,788
Contributions			1,336,952					272,583	4,291,874	$ 5,901,409
Other Revenue		21,046	222,695	1,776	75,579			104,812	1,200	$ 427,108
Investment Income	400,352	243	2,709	2,789	516			854,320	1,602,226	$ 2,863,155
Total Revenues	**$ 192,229,863**	**$ 2,154,541**	**$ 22,175,967**	**$ 26,588,372**	**$ 1,123,370**	**$ 912,112**	**$ 2,082,380**	**$ 1,318,121**	**$ 5,895,300**	**$ 254,480,026**
Expenditures:										
Current:										
General Government	8,327,032		678,264			386,950		589,762	563,899	$ 10,545,907
Public Safety	33,804,706		1,372,172			1,283,723	2,067,880	19,368		$ 38,547,849
Education	72,095,304		14,702,957			4,525,555		224,091		$ 91,547,908
Public Works	14,399,923		1,012,784	5,748,977		5,506,807		58,886		$ 26,727,377
CDBG			1,304,724							$ 1,304,724
Human Services	2,294,869		353,868					47,711		$ 2,696,448
Leisure Services	4,444,419	1,745,442	111,301		836,923	435,826		100,662		$ 7,674,572
Pension benefits	13,977,375									$ 13,977,375
Fringe Benefits	26,087,430								1,747,089	$ 27,834,519
State and county charges	5,576,032			16,606,543						$ 22,182,575
Debt Service:										$ -
Principal	7,105,400			2,032,851	155,000					$ 9,293,251
Interest	2,109,205			462,347	34,130					$ 2,605,682
Total Expenditures	**$ 190,221,695**	**$ 1,745,442**	**$ 19,536,070**	**$ 24,850,718**	**$ 1,026,053**	**$ 12,138,862**	**$ 2,067,880**	**$ 1,040,479**	**$ 2,310,989**	**$ 254,938,188**
Excess (deficiency) of Revenues over Expenditures	**$ 2,008,168**	**$ 409,099**	**$ 2,639,896**	**$ 1,737,654**	**$ 97,317**	**$ (11,226,750)**	**$ 14,499**	**$ 277,642**	**$ 3,584,311**	**$ (458,162)**
Other Financing Sources (Uses):										
Proceeds from bonds & notes				1,000,000	375,000	11,025,000				$ 12,400,000
Premium from issuance of bonds										$ -
Premium from issuance of refunding bonds, net of expenses	14,507									
Sale of Capital Assets			737,980							$ 737,980
Payments to current refunding fund										
Overlay Transfer										$ -
Insurance recovery			1,139,753					9,144		$ 1,148,897
Transfers in	4,829,278		27,200			7,102,000		90	251,157	$ 12,209,725
Transfers out	(7,173,868)	(257,205)	(2,741,555)	(1,797,470)	(191,161)	(21,176)		(27,290)		$ (12,209,725)
Total Other Financing Sources (Uses):	**$ (2,330,083)**	**$ (257,205)**	**$ (836,622)**	**$ (797,470)**	**$ 183,839**	**$ 18,105,824**	**$ -**	**$ (18,056)**	**$ 251,157**	**$ 14,301,384**
Other Adjustments to Fund Balance	**$ -**									**$ -**
Net Change in Fund Balances	**($321,915)**	**$151,894**	**$1,803,274**	**$940,184**	**$281,156**	**$6,879,074**	**$14,499**	**$259,586**	**$3,835,468**	**$ 13,843,222**
Budgetary Fund Balance at Beginning of Year	**$19,472,365**	**$312,509**	**$8,750,664**	**$1,619,360**	**$215,430**	**$14,645,575**	**($540,145)**	**$11,910,574**	**$11,413,862**	**$ 67,800,195**
Budgetary Fund Balance at End of Year	**19,150,450**	**464,403**	**10,553,939**	**2,559,544**	**496,586**	**21,524,650**	**(525,646)**	**12,170,160**	**15,249,331**	**$ 81,643,417**

SOURCE: Office of the Comptroller

COMBINED SUMMARY OF REVENUES AND EXPENDITURES (Budgetary basis) - FY12

	Governmental General Fund	Special Revenue - Recreation Revolving Fund	Other Special Revenue	Enterprise - Water & Sewer	Enterprise - Golf	Capital Projects	Agency Funds	Private Purpose Trust Funds	Internal Service Funds	Total All Funds
Revenues										
Real & Personal Property Taxes, net of refunds	162,674,174									$ 162,674,174
Motor Vehicle & other Excise Taxes	4,996,690									$ 4,996,690
Hotel/Motel Tax	1,364,218									$ 1,364,218
Meals Tax	1,003,402									
Charges for Services	4,790,393	2,260,096	4,299,259	24,891,352	1,101,751		2,668,904			$ 40,011,755
Penalties & Interest on Taxes	565,628									$ 565,628
PILOT	1,022,790									$ 1,022,790
Licensees and Permits	3,421,805									$ 3,421,805
Fines & forfeitures	4,333,279									$ 4,333,279
Intergovernmental	13,714,544		22,729,897			6,119,669				$ 42,564,110
Departmental & other	1,367,423		6,315,040					94,926		$ 7,777,389
Contributions			1,022,642					265,255	3,476,004	$ 4,763,902
Other Revenue		(49,841)	309,420	11,270	88,670			125,004		$ 484,523
Investment Income	343,841		25,159		2,089			108,103	8,631	$ 487,823
Total Revenues	**$ 199,598,187**	**$ 2,210,256**	**$ 34,701,417**	**$ 24,902,622**	**$ 1,192,510**	**$ 6,119,669**	**$ 2,668,904**	**$ 593,288**	**$ 3,484,635**	**$ 274,468,087**
Expenditures:										
Current:										
General Government	8,188,276		841,679			381,703		741,828	871,407	$ 11,024,893
Public Safety	34,360,256		828,498			6,106,738	2,543,787	16,124		$ 43,855,403
Education	75,251,892		14,244,356			15,951,959		236,731		$ 105,684,939
Public Works	13,218,118		11,360,039	2,988,567		3,393,087		34,990		$ 30,994,802
CDBG			1,478,145							$ 1,478,145
Human Services	2,303,134		451,438					43,312		$ 2,797,884
Leisure Services	4,622,224	2,124,777	122,952		826,043	192,644		125,458		$ 8,014,098
Pension benefits	14,556,225									$ 14,556,225
Fringe Benefits	27,116,815								13,968,546	$ 41,085,361
State and county charges	5,654,190			17,238,307						$ 22,892,497
Debt Service:										$ -
Principal	7,931,237			1,919,511	145,000					$ 9,995,748
Interest	2,119,798			401,731	34,104					$ 2,555,633
Total Expenditures	**$ 195,322,165**	**$ 2,124,777**	**$ 29,327,107**	**$ 22,548,116**	**$ 1,005,146**	**$ 26,026,132**	**$ 2,543,787**	**$ 1,198,444**	**$ 14,839,952**	**$ 294,935,627**
Excess (deficiency) of Revenues over Expenditures	**$ 4,276,022**	**$ 85,479**	**$ 5,374,311**	**$ 2,354,506**	**$ 187,364**	**$ (19,906,463)**	**$ 125,117**	**$ (605,155)**	**$ (11,355,317)**	**$ (20,467,539)**
Other Financing Sources (Uses):										
Proceeds from bonds & notes	4,375,500					12,855,100				$ 17,230,600
Premium from issuance of bonds	630,808			103,604	6,433					$ 740,845
Premium from issuance of refunding bonds, net of expenses	440,363									$ 440,363
Sale of Capital Assets	3,668		2,512,020							$ 2,515,688
Payments to current refunding fund	(4,815,863)									$ (4,815,863)
Overlay Transfer										$ -
Insurance recovery			35,299	8,389						$ 43,688
Transfers in	6,196,316		27,200			7,401,546		355,265	253,092	$ 14,233,419
Transfers out	(8,009,902)	(295,912)	(3,891,555)	(1,820,366)	(138,852)	(49,631)		(27,201)		$ (14,233,419)
Total Other Financing Sources (Uses):	**$ (1,179,110)**	**$ (295,912)**	**$ (1,317,036)**	**$ (1,708,373)**	**$ (132,419)**	**$ 20,207,015**	**$ -**	**$ 328,064**	**$ 253,092**	**$ 16,155,321**
Other Adjustments to Fund Balance	**$ -**									**$ -**
Net Change in Fund Balances	**$ 3,096,912**	**$ (210,433)**	**$ 4,057,275**	**$ 646,133**	**$ 54,944**	**$ 300,552**	**$ 125,117**	**$ (277,091)**	**$ (11,102,225)**	**$ (3,308,817)**
Budgetary Fund Balance at Beginning of Year	**$ 19,150,450**	**$ 464,403**	**$ 12,445,073**	**$ 338,605**	**$ 149,695**	**$ 21,087,392**	**$ (525,646)**	**$ 12,170,160**	**$ 15,249,331**	**$ 80,529,463**
Budgetary Fund Balance at End of Year	**$ 22,247,362**	**$ 253,970**	**$ 16,502,348**	**$ 984,738**	**$ 204,639**	**$ 21,387,944**	**$ (400,529)**	**$ 11,893,068**	**$ 4,147,106**	**$ 77,220,647**

SOURCE: Office of the Comptroller

FUND BALANCE

COMBINED SUMMARY OF REVENUES AND EXPENDITURES (Budgetary basis) - FY13

	Governmental General Fund	Special Revenue - Recreation Revolving Fund	Other Special Revenue	Enterprise - Water & Sewer	Enterprise - Golf	Capital Projects	Agency Funds	Private Purpose Trust Funds	Internal Service Funds	Total All Funds
Revenues										
Real & Personal Property Taxes, net of refunds	169,029,415									$ 169,029,415
Motor Vehicle & other Excise Taxes	5,334,089									$ 5,334,089
Hotel/Motel Tax	1,443,781									$ 1,443,781
Meals Tax	928,255									
Charges for Services	4,766,177	2,533,576	4,208,193	26,340,857	1,106,991		3,859,196			$ 42,814,990
Penalties & Interest on Taxes	621,541									$ 621,541
PILOT	1,174,370									$ 1,174,370
Licensees and Permits	3,546,094									$ 3,546,094
Fines & forfeitures	4,275,535									$ 4,275,535
Intergovernmental	15,405,300		15,513,128			6,608,833				$ 37,527,261
Departmental & other	1,316,500		6,134,603					73,020		$ 7,524,123
Contributions			1,216,269					300,264	2,877,981	$ 4,394,514
Other Revenue		(52,719)	404,525		114,185	75,383		317,867		$ 859,241
Investment Income	255,765		19,667		3,992		2,413	559,696	7,894	$ 849,426
Total Revenues	$ 208,096,822	$ 2,480,857	$ 27,496,386	$ 26,340,857	$ 1,225,167	$ 6,684,216	$ 3,861,609	$ 1,250,846	$ 2,885,875	$ 279,394,381
Expenditures:										
Current:										
General Government	9,030,670		827,297			475,907		199,990	883,574	$ 11,417,438
Public Safety	34,642,993		837,669			5,458,778	3,715,632	14,362		$ 44,669,433
Education	78,700,364		14,216,330			8,817,885		277,301		$ 102,011,880
Public Works	14,361,458		6,180,834	3,145,177		5,232,554		43,751		$ 28,963,773
CDBG			1,890,327							$ 1,890,327
Human Services	2,433,878		447,782					46,664		$ 2,928,324
Leisure Services	4,752,525	2,323,957	24,478		814,759	54,149		137,902		$ 8,107,770
Pension benefits	15,839,921									$ 15,839,921
Fringe Benefits	29,704,926								1,058,078	$ 30,763,004
State and county charges	6,105,553			18,057,800						$ 24,163,353
Debt Service:										$ -
Principal	7,404,634			1,993,137	155,000					$ 9,552,771
Interest	2,353,079			382,267	36,499					$ 2,771,844
Total Expenditures	$ 205,330,001	$ 2,323,957	$ 24,424,717	$ 23,578,380	$ 1,006,258	$ 20,039,273	$ 3,715,632	$ 719,968	$ 1,941,652	$ 283,079,837
Excess (deficiency) of Revenues over Expenditures	$ 2,766,821	$ 156,900	$ 3,071,669	$ 2,762,477	$ 218,910	$ (13,355,057)	$ 145,977	$ 530,878	$ 944,224	$ (3,685,456)
Other Financing Sources (Uses):										
Proceeds from bonds & notes						5,832,810				$ 5,832,810
Premium from issuance of bonds	454,502			52,340						$ 506,842
Premium from issuance of refunding bonds, net of expenses										$ -
Sale of Capital Assets										$ -
Payments to current refunding fund										$ -
Overlay Transfer										$ -
Insurance recovery			65,928	361						$ 66,289
Transfers in	9,699,735		112,200			12,872,460		251,363		$ 22,935,758
Transfers out	(12,128,823)	(281,764)	(7,291,555)	(1,855,987)	(155,037)	(747,673)		(47,200)	(427,719)	$ (22,935,758)
Total Other Financing Sources (Uses):	$ (1,974,586)	$ (281,764)	$ (7,113,427)	$ (1,803,286)	$ (155,037)	$ 17,957,597	$ -	$ 204,163	$ (427,719)	$ 6,405,941
Other Adjustments to Fund Balance	$ -									$ -
Net Change in Fund Balances	$ 792,235	$ (124,864)	$ (4,041,758)	$ 959,191	$ 63,873	$ 4,602,540	$ 145,977	$ 735,041	$ 516,505	$ 3,648,739
Budgetary Fund Balance at Beginning of Year	$ 22,247,362	$ 253,970	$ 16,502,348	$ 984,738	$ 204,639	$ 21,387,944	$ (400,529)	$ 11,893,068	$ 4,147,106	$ 77,220,647
Budgetary Fund Balance at End of Year	$ 23,039,597	$ 129,106	$ 12,460,590	$ 1,943,929	$ 268,512	$ 25,990,484	$ (254,551)	$ 12,628,109	$ 4,663,610	$ 80,869,387

SOURCE: Office of the Comptroller

FUND BALANCE

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 FY2017 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

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.

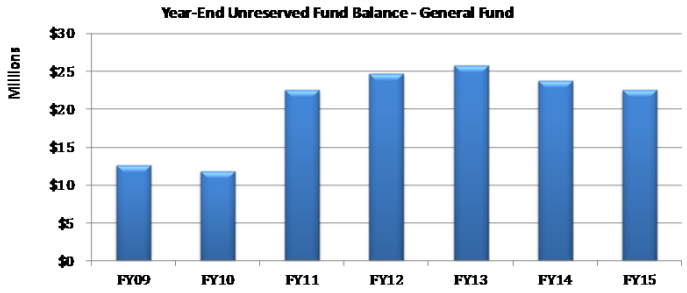
GENERAL FUND

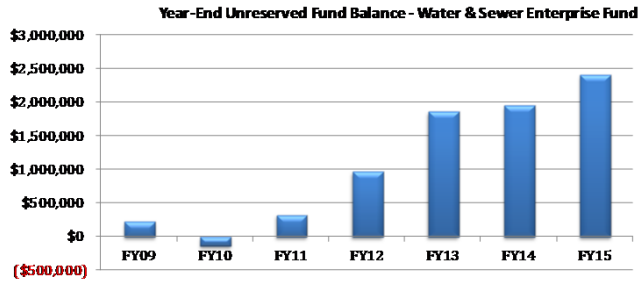
	FY09	FY10	FY11	FY12	FY13	FY14	FY15
Beginning Unreserved Fund Balance	16,688,414	12,604,133	11,883,429	22,555,076	24,801,047	25,833,833	23,869,182
Net Change in Unreserved Fund Balance [1]	(4,084,281)	(720,704)	na	2,245,971	1,032,786	(1,964,651)	(1,293,947)
Year-End Unreserved Fund Balance	12,604,133	11,883,429	22,555,076	24,801,047	25,833,833	23,869,182	22,575,235

WATER & SEWER ENTERPRISE FUND (exclusive of bonded capital accounts)

	FY09	FY10	FY11	FY12	FY13	FY14	FY15
Beginning Unreserved Fund Balance	161,895	223,195	(137,879)	322,324	966,046	1,862,276	1,949,529
Net Change in Unreserved Fund Balance	61,300	(361,074)	460,203	643,722	896,230	87,253	455,598
Year-End Unreserved Fund Balance	223,195	(137,879)	322,324	966,046	1,862,276	1,949,529	2,405,127

[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.



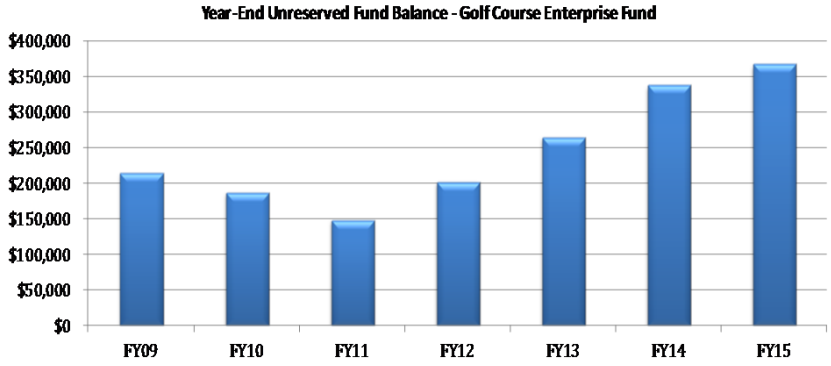


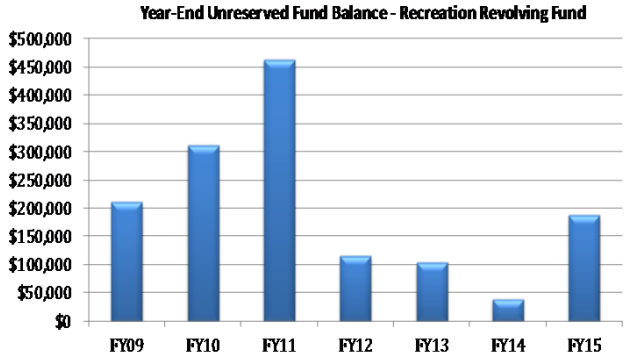
GOLF COURSE ENTERPRISE FUND (exclusive of bonded capital accounts)

	FY09	FY10	FY11	FY12	FY13	FY14	FY15
Beginning Fund Balance	215,334	215,613	187,413	148,737	202,811	265,150	338,400
Net Change in Unreserved Fund Balance	279	(28,200)	(38,676)	54,074	62,339	73,250	29,449
Year-End Unreserved Fund Balance	215,613	187,413	148,737	202,811	265,150	338,400	367,849

RECREATION REVOLVING FUND

	FY09	FY10	FY11	FY12	FY13	FY14	FY15
Beginning Fund Balance	163,360	211,415	312,137	464,403	115,871	104,087	40,231
Net Change in Unreserved Fund Balance	48,055	100,722	152,266	(348,532)	(11,784)	(63,856)	147,392
Year-End Unreserved Fund Balance	211,415	312,137	464,403	115,871	104,087	40,231	187,623





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 FY15 year-end fund balance, fund balance as of January 1, 2016 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	FY15 YEAR-END FUND BALANCE	FUND BALANCE AS OF 1/1/16	DESCRIPTION
Building	SP19	Local Grant	KEYSPAN ENERGY GRANT	9,661	858	Funds from KeySpan used for energy conservation projects
Building	SP20	Local Grant	NSTAR GRANT/REBATE	5,364	5,364	Funds from NStar used for energy conservation projects
Building	SP23	Local Grant	ICLEI TRAVEL SPONSORSHIP GRANT	335	335	Funding for professional development in the Building Dept.
Building	SP25	Revolving Fund (B)	TOWN PROPERTIES REVOLVING FUND	145,864	131,862	Proceeds from rental properties to support maintenance of those facilities
	BUILDING SUB-TOTAL			**161,224**	**138,419**	
COA	SH01	State Grant	COA SPENDING PLAN FORMULA GRANT	0	(50,200)	Used to support personnel
COA	SH02	Federal Grant	OLDER AMERICANS ACT	0	0	Used to provide outreach to Hispanic, Asian and Russian elders
COA	SH24	Local Grant	SENIOR CENTER GIFT	839	(4,190)	Private Grants to support special projects
COA	SH29	Local Grant	ASIAN ELDER OUTREACH PROGRAM	534	0	Grant for Asian/Russian Outreach
COA	SH31	Local Grant	ARTHRITIS PROGRAMMING	175	175	Community Fund grant for Arthritis programs
COA	SH33	Local Grant	COUNCIL ON AGING GIFT-VAN EXPENSES	0	(1,411)	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	3,575	2,281	Donation to fund a pilot project of the renters property tax workoff
COA	TH04	Trust	COUNCIL ON AGING EXPENDABLE FUND	11,921	16,940	Supports the Elderbus
	COUNCIL ON AGING SUB-TOTAL			**17,131**	**(36,318)**	
Fire	SG19	Revolving Fund (A)	PRIVATE DETAILS	(28,163)	(73,447)	Fire Details account
Fire	SP14	State Grant	SAFE GRANT	6,529	(1,021)	For the Student Awareness of Fire Education (SAFE) program
Fire	SP55	Local Grant	FIRE SAFETY/PREVENTION GIFT	5,922	4,377	Local gifts to support fire safety efforts
Fire	SP74	State Grant	MASS DECONTAMINATION UNIT DEPLOYMENT	4,068	4,068	Maintain/replace supplies/equipment for Mass Decontamination Trailer
Fire	SPG2	Federal Grant	FY13 ASSISTANCE TO FIREFIGHTERS	(3,178)	(180)	For training of firefighters to obtain Firefighter 1 and 2 certifications
	FIRE SUB-TOTAL			**(14,822)**	**(66,203)**	
Health/Human Svcs	SG20	Local Grant	HOLOCAUST MEMORIAL GIFTS	5,114	5,114	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	81,982	109,235	Supports public health nursing
Health/Human Svcs	SH04	Local Grant	ALCOHOLIC BEVERAGE SERVER TRAINING	0	73	Supports training of bartenders
Health/Human Svcs	SH07	Local Grant	ASIAN-AMERICAN HERITAGE PROGRAM	1,735	1,615	Supports Asian-American programs
Health/Human Svcs	SH11	State Grant	SEPTIC MANAGEMENT PROGRAM	4,871	4,871	Supports environmental health projects
Health/Human Svcs	SH12	Local Grant	VIOLENCE PREVENTION	10,919	9,129	Supports violence and substance abuse prevention
Health/Human Svcs	SH13	Local Grant	CHILDREN'S INSURANCE	13,303	5,737	Supports children's health programs
Health/Human Svcs	SH14	Local Grant	WOMEN'S HEALTH	0	0	Supports women's health programs

DEPT	FUND	FUND TYPE	FUND NAME	FY15 YEAR-END FUND BALANCE	FUND BALANCE AS OF 1/1/16	DESCRIPTION
Health/Human Svcs	SH15	Local Grant	ELDER HEALTH	441	(1,337)	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	14,587	14,587	Supports injury prevention programs
Health/Human Svcs	SH19	Local Grant	CLINIC BOOKS	10,705	10,705	Supports dental health programs and outreach
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	48,135	34,761	From handicapped parking violations to support Commission
Health/Human Svcs	SH28	Local Grant	SKIN CANCER AWARENESS	0	0	Supports sun safety awareness
Health/Human Svcs	SH36	Federal Grant	DRUG FREE COMMUNITY SUPPORT PROGRAM	0	0	Supports B-CASA and school-based violence/substance abuse prevention
Health/Human Svcs	SH37	Local Grant	MEDICAL RESERVE CORPS	38,962	25,106	Supports activities of the Medical Reserve Corps
Health/Human Svcs	SH38	State Grant	EMERGENCY PREPARATION	27,874	12,626	From State DPH for emergency preparation planning
Health/Human Svcs	SH39	Local Grant	DIVERSE THE CURSE GIFT	2,728	2,508	For Hidden Brookline projects
Health/Human Svcs	SH40	Local Grant	WELLNESS IN THE COMMUNITY	20,497	28,581	Supports wellness initiatives including "Brookline On the Move"
Health/Human Svcs	SH41	Local Grant	HEALTH INSURANCE PROJECT	1,450	1,450	Grant to educate and enroll people in health insurance
Health/Human Svcs	SH47	State Grant	TOBACCO AND ALCOHOL AWARENESS	20,922	16,929	Tobacco control program for Brookline and four other communities
Health/Human Svcs	TH01	Trust	STEPHEN TRAIN EXPENDABLE FUND	6,952	5,657	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	2,644	2,644	Supports Friends' activities
	HEALTH AND HUMAN SERVICES SUB-TOTAL			**432,063**	**408,233**	
Human Resources	TI02	Special Purpose	GROUP HEALTH TRUST FUND	741,505	726,094	Fund from when Town was self-insured
Human Resources	TI03	Special Purpose	WORKERS COMPENSATION TRUST FUND	1,406,552	2,086,799	Worker's comp trust fund
Human Resources	TI06	Special Purpose	UNEMPLOYMENT COMPENSATION TRUST FUND	570,934	498,522	Unemployment trust fund
Human Resources	TI07	Special Purpose	PUBLIC SAFETY INJURED ON DUTY TRUST FUND	972,634	1,139,616	Trust fund for Sec. 100 medical payments for public safety employees
	HUMAN RESOURCES SUB-TOTAL			**3,691,625**	**4,451,031**	
Library	SL01	State Grant	STATE LIBRARY AID	49,522	24,014	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	SL29	Special Purpose	LIBRARY DAMAGE RECOVERY	33,859	40,047	Funds recovered to replace/repair lost or damaged library materials
Library	TL09	Trust	FRANCES HUNT FUND	0	0	Restricted to the acquistion/maintenance of books of an educational nature
Library	TL10	Trust	LOUISE HOOPER FUND	0	0	For history and economics books
Library	TL12	Trust	LIBRARY GENERAL CONTRIBUTION FUND	486	(1,795)	Donations, usually "in lieu of flowers", for books or other materials
Library	TL22	Trust	DOROTHY CLEMENS FUND	0	(4,437)	Restricted to books and other library materials on travel and home repair
Library	TL24	Trust	CHILDREN'S CENTENNIAL FUND	0	(1,090)	For the physical plant and collections of the Children's Department
Library	TL28	Trust	MILDRED BENT LIBRARY FUND	0	0	Unrestricted trust fund
Library	TL30	Trust	ANNUAL BOOK PURCHASE FUND	1,814	(10,037)	Restricted to purchase of libray materials
Library	TL31	Trust	BENEDICT ALPER BOOK TRUST	0	(108)	Restricted to the purchase of books
Library	TL35	Trust	EDWARD J KINGSBURY FUND	0	0	Restricted to the purchase of materials on cinema and the arts
Library	TL36	Trust	GROSS FUND - EXEPNDABLE	0	(372)	Restricted to the purchase of books and audio
Library	TL41	Trust	LIBRARY GALA TRUST FUND	0	0	Proceeds from the annual Gala, to be spent on library materials
Library	TL45	Trust	FRIENDS OF THE LIBRARY	0	(3,938)	Friends group use to pay for materials or services
	LIBRARY SUB-TOTAL			**155,299**	**111,902**	

DEPT	FUND	FUND TYPE	FUND NAME	FY15 YEAR-END FUND BALANCE	FUND BALANCE AS OF 1/1/16	DESCRIPTION
Planning	SA03	Escrow	CDBG ESCROW	0	0	Escrow for lead paint abatement program
Planning	SG01	Federal Grant	COMMUNITY DEVEL BLOCK GRANT (CDBG)	(8,668)	(1,002,403)	CDBG program
Planning	SG02	Federal Grant	HOUSING REHAB LOAN PROGRAM	24,470	33,197	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	29,518	17,513	Funds for the First Light Festival
Planning	SG36	Revolving Fund (B)	FACADE IMPROVEMENT LOAN PROGRAM	16,864	21,635	Loans to businesses for façade improvements
Planning	SG43	Special Purpose	GATEWAY EAST PROJECT GIFT	21,565	21,565	Payment from 1 Brookline Place
Planning	SG47	Revolving Fund (A)	PLANNING BOARD OUTSIDE CONSULTANTS	3,731	3,435	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	SG51	Federal Grant	ENERGY EFFICIENCY BLOCK GRANT	169	169	Federal stimulus funds for energy efficiency programs
Planning	SG56	Various	HUBWAY REGIONAL BICYCLE SHARING	14,628	27,494	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	781	781	Consultant support for negotiating solar power purchases for Town
Planning	SG62	Revolving Fund (A)	CH. 44, SEC 53G ZBA HANCOCK VILLAGE	1,655	1,656	Peer review consulting services for Comprehensive Permit Application
Planning	SG63	Special Purpose	CHILDREN'S HOSPITAL (2 BROOKLINE PL.)	300,000	0	From developer of 2 Brookline Place for removal of pedestrian overpass
Planning	SG64	State Grant	FY14 MASS HISTORIC SURVEY PLANNING GRANT	(20,000)	(20,000)	Mass Historic grant: survey of 3 areas for possible Nat'l Register designation
Planning	SG65	State Grant	FISHER HILL GATEHOUSE MPPF GRANT	(10,259)	(40,000)	Mass Historic grant: to assist with work on the Gatehouse
Planning	SG66	State Grant	GREEN COMMUNITY GRANT	0	(142,421)	Competitive grant award from the Green Community Program
Planning	SG67	Special Purpose	GATEWAY EAST PROJECT GIFT	0	750,000	Payment from Children's Hospital for work on the Gateway East Project
Planning	TG05	Trust	HOUSING TRUST	3,315,026	3,485,386	For affordable housing projects
	PLANNING SUB-TOTAL			**3,737,140**	**3,205,667**	
Police	SA07	Special Purpose	PARKING METER FUND	3,786,904	5,737,252	Parking Meter receipts (transferred to General Fund)
Police	SP06	Local Grant	WALK & TALK	1,433	8,933	BHA grant for the Walk & Talk program
Police	SP10	Federal Grant	POLICE VESTS	0	0	Reimbursed 50% on selected body armor
Police	SP82	Federal Grant	URBAN AREAS SECURITY INITIATIVE (UASI)	(12,692)	(15,839)	For regional training and equipment
Police	SP85	State Grant	CLICK IT & TICKET	(724)	1,936	For mobilization units and traffic enforcement equipment
Police	SPD7	Federal Grant	FY12 UNDERAGE ALCOHOL ENFORCEMENT	0	0	For enforcement of underage drinking laws
Police	SPD9	Federal Grant	UASI/FEMA CRITICAL INFRASTRUCTURE	(12,516)	0	Used for security upgrades to the Public Safety Building
Police	SPE6	State Grant	FY12 SHANNON CSI GRANT	0	0	For anti-gang programs and warrant sweeps
Police	SPE9	State Grant	FY13 SHANNON CSI GRANT	0	0	For anti-gang programs and warrant sweeps
Police	SPF1	State Grant	FY12 MASS TRAFFIC SAFETY	(17,458)	(17,548)	Creation of automated reports from the field terminals
Police	SPF3	State Grant	FY14 STATE 911 TRAINING GRANT	0	0	For enhanced 911 services
Police	SPF5	State Grant	FY13 CERT CCP GRANT	(257)	(438)	CERT Program training, planning and equipment
Police	SPF6	State Grant	FY14 PEDESTRIAN & BICYCLE SAFETY	172	172	For traffic and bicycle safety enforcement
Police	SPF7	State Grant	FY13 EDWARD BYRNE JUSTICE ASSISTANCE	(17,336)	(36,273)	For technological advancements in Police Department
Police	SPF8	State Grant	FY14 SHANNON CSI GRANT	0	0	For anti-gang programs and warrant sweeps
Police	SPF9	Federal Grant	FY14 UNDERAGE ALCOHOL ENFORCEMENT	0	0	For enforcement of underage drinking laws
Police	SPG1	Federal Grant	FY13 SHSP GRANT	0	134	To support the efforts of the CERT Program
Police	SPG3	State Grant	FY15 STATE 911 PSAP GRANT	(3,234)	(3,234)	For enhanced 911 services
Police	SPG4	State Grant	FY15 STATE 911 TRAINING GRANT	(9,688)	(11,226)	For enhanced 911 services
Police	SPG5	Federal Grant	FY15 UNDERAGE ALCOHOL ENFORCEMENT	(3,526)	16	For enforcement of underage drinking laws
Police	SPG6	Federal Grant	FY15 PEDESTRIAN AND BIKE ENFORCEMENT	(1,155)	725	For pedestrian and bicycle safety enforcement
Police	TA05	Revolving Fund (A)	PRIVATE DETAILS - POLICE	(608,380)	(441,168)	Police Details account
Police	TP02	Trust	LAW ENFORCEMENT EXPENDABLE FUND	91,630	93,798	Proceeds from drug forfeitures
Police	TP03	Trust	BROOKLINE CITIZEN POLICE ACADEMY	1	1	Supports the Citizen Police Academy

DEPT	FUND	FUND TYPE	FUND NAME	FY15 YEAR-END FUND BALANCE	FUND BALANCE AS OF 1/1/16	DESCRIPTION
Police	TP04	Trust	PUBLIC SAFETY MEMORIAL TRUST	4,233	4,233	Trust to construct memorial for fallen members in line of duty
		POLICE SUB-TOTAL			**3,193,174**	
Police/Fire	SP29	Special Purpose	PUBLIC SAFETY DAMAGE RECOVERY	9,340	9,340	Funds recovered to replace/repair damaged goods
Police/Fire	SP97	Local Grant	SYDA FOUNDATION GIFT	7,376	7,376	Local gift for the Police and Fire Departments
	POLICE/FIRE SUB-TOTAL			**16,716**	**16,716**	
DPW	EW40	Enterprise Fund	WATER/SEWER ENTERPRISE FUND	2,405,127	4,844,564	See the DPW portion of Sec. IV for a description
DPW	SW01	Special Purpose	CEMETERY LOTS/GRAVES	419,429	492,946	From sale of lots and service fees; for improvements to the cemetery
DPW	SW03	State Grant	CH90 HIGHWAY	0	0	For roadway reconstruction
DPW	SW08	State Grant	CH573:1985 OLMSTED PARK IMPROVEMENTS	14,115	14,115	For improvements to and management of Olmsted Park
DPW	SW16	State Grant	COMPOST BIN	4,366	3,646	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)	25,209	25,236	Gift for improvements to/management of Hall's Pond Nature Sanctuary
DPW	SW29	Special Purpose	DPW DAMAGE RECOVERY	3,034	13,927	Insurance proceeds recovered to replace/repair damaged goods
DPW	SW30	Local Grant	PARK/OPEN SPACE GIFT	28,431	30,825	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	172,345	222,377	"Betterment Fund" for sidewalk improvements
DPW	SW43	Local Grant	BROOKLINE IN BLOOM PROGRAM	41	41	Local grant money to support the bulb planting program
DPW	SW44	Local Grant	CONRY SQUARE GIFT	2,525	2,525	Off-site improvement fund for improvements to Conry Square
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	81,339	65,039	For Skyline Park and associated trails
DPW	SW53	Local Grant	IF YOU CAN RIP IT-YOU CAN RECYCLE IT	1,375	11,572	Community Fund grant for recycling education
DPW	SW54	MWRA Grant	MWRA CSO CONTROL PROJECT	0	0	Sewer Separation Project in lower Beacon St. area - 100% MWRA Grant
DPW	SW58	Local Grant	LARZ ANDERSON FILM SERIES	10	10	Grant funding for outdoor films
DPW	SW61	Local Grant	PARKS SUMMER OUTDOOR MOVIE SERIES	20,571	18,536	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	DEVOTION 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	54,237	29,106	For design development of pedestrian/bike crossings in Emerald Necklace
DPW	SW72	Local Grant	CHESTNUT HILL SQUARE-HEATH ST TRAFFIC	70,708	70,708	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	251,701	244,690	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	157,338	147,625	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	70,000	17,652	DCR Grant funds for design and construction bid documents
DPW	SW80	Special Purpose	IMPROV.TO DAVIS PATH/BOYLSTON ST PLAYG	142,918	133,408	Hotel Developer funds for improvements to Boylston Plgrd + Davis Path
DPW	TW03	Trust	A.W. & F.G. BLAKE EXPENDABLE TREE FUND	5,514	5,521	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	15,907	6,120	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	53,475	49,067	Care of D.B Hoar Memorial Land

DEPT	FUND	FUND TYPE	FUND NAME	FY15 YEAR-END FUND BALANCE	FUND BALANCE AS OF 1/1/16	DESCRIPTION
DPW	TW09	Trust	D.B. HOAR BIRD SANCTUARY EXPEND. FUND	93	94	Care of D.B Hoar Memorial Land
DPW	TW11	Trust	D.B. HOAR TREE EXPENDABLE FUND	234,158	238,568	Planting and caring for trees/other vegetation of the Hoar Sanctuary
DPW	TW13	Trust	J. WARREN EXPENDABLE TREE FUND	6,717	6,721	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	29,005	24,142	Specialized care of trees, lawns and parkland on Longwood Mall
DPW	TW17	Trust	AMORY WOODS PARK EXPENDABLE FUND	31,770	31,803	Funds for improvements to Amory Woods
DPW	TW19	Trust	MINOT PARK - ROSE GARDEN EXPEND. FUND	24,747	24,773	For maintenance and management of the Minot Rose Garden
DPW	TW21	Special Purpose	CONSERVATION COMMISSION FUND	26,098	26,125	Purchase of land/other interests in real estate; other conservation purposes
DPW	TW23	Special Purpose	CEMETERY PERPETUAL CARE EXPEND. FUND	77,532	65,074	Maintenance/management/care of the Cemetery grounds
DPW	TW24	Trust	CEMETERY PERPETUAL CARE NON-EXPEND.	1,444,851	1,468,289	Interest generated from fund used by Cemetery Trustees
DPW	TW25	Trust	SPECIAL TREE PLANTING EXPENDABLE FUND	18,257	18,277	Planting of trees
DPW	TW27	Trust	BROOKLINE RESERVOIR TREE EXPEND. FUND	27	27	For trees at the Brookline Reservoir
DPW	TW29	Trust	BEN ALPER TREE EXPENDABLE FUND	13,794	14,058	Planting of trees
DPW	TW30	Trust	BEN ALPER TREE NON-EXPENDABLE FUND	146,952	147,036	Interest used for the planting of trees in Brookline
DPW	TW31	Trust	TANYA STARZENSKI TREE-LANDSCAPING	391	391	Planting of trees
	PUBLIC WORKS SUB-TOTAL			**6,218,732**	**8,668,235**	
Recreation	E700	Enterprise Fund	GOLF COURSE ENTERPRISE FUND	367,849	397,683	See the Recreation portion of Sec. IV for a description
Recreation	SL04	Revolving Fund (B)	RECREATION REVOLVING FUND	197,527	34,862	See the Recreation portion of Sec. IV for a description
Recreation	SL20	Local Grant	BROOKLINE DAY	45,694	49,179	Funds the Recreation Department's annual "Brookline Day"
Recreation	TR01	Trust	ROBSON YOUTH SOCCER EXP FUND	73	73	Used for sports equipment purchases and signage
Recreation	TR02	Local Grant	BAA REC EXPENDABLE TRUST	214,887	176,990	Annual payment from the BAA for the Boston Marathon
Recreation	TR03	Trust	LYNCH RECREATION EXPENDABLE FUND	345	345	Used for playground equipment
Recreation	TR04	Trust	BROOKLINE RECREATION BOOSTER CLUB	18,874	17,918	Donations used for expenses for various Recreation programs
Recreation	TR05	Trust	KIRRANE SPECIAL NEEDS EXPENDABLE FUND	4	4	Special Olympics team equipment and supplies
Recreation	TR07	Trust	CHILDREN'S CAMP EXPENDABLE FUND	17	17	Scholarships for Recreation programs
Recreation	TR08	Trust	JM NOE EXPENDABLE TRUST	1,615	1,616	Sports equipment for basketball program and maintenance of facility
Recreation	TR09	Trust	GRIGGS PARK GARDEN GIFT	107	107	Improvements to the Solomon Memorial Garden at Griggs Park
Recreation	TR10	Trust	AFTER THE PROM PARTY	1,202	1,203	Donations to support the After the Prom Party
	RECREATION SUB-TOTAL			**848,194**	**679,997**	
Selectmen	SG04	State Grant	ARTS COUNCIL	26,436	20,566	Local arts grants
Selectmen	SG25	Special Purpose	RCN / COMCAST GIFT ACCOUNT	355,780	276,184	Payments for PEG/Access facilities/other cable purposes
Selectmen	SG27	Local Grant	ARTS MATCHING GRANT	2,251	(1,349)	Covers administrative expenses of Arts Commission
Selectmen	SG45	Special Purpose	SALE OF TOWN-OWNED LAND	80,000	80,000	Proceeds from the sale of Town-owned land
Selectmen	SG54	Local Grant	NSTAR COMMUNITY OUTREACH GRANT	6,607	6,607	Grant to promote energy conservation awareness
Selectmen	SG55	Special Purpose	PIONEER INSTITUTE AWARD (MUNI REPORT)	2,325	2,260	Award from the Pioneer Institute's Municipal Report contest
Selectmen	SG58	Local Grant	POET LAUREATE OF BROOKLINE PROGRAM	1,001	2,002	Supports Brookline's Poet Laureate program
Selectmen	TG02	Special Purpose	STABILIZATION FUND	6,152,083	6,164,742	General stabilization fund as allowed for under MGL, Ch. 40, Sec. 5B
Selectmen	TG03	Trust	PENNY SAVINGS FUND	0	0	Residue from old (1948) fund related to children's savings fund
Selectmen	TG04	Trust	COMMISSION FOR WOMEN	12	12	Donations to support the Commission for Women
Selectmen	TI04	Special Purpose	LIABILITY INSURANCE TRUST FUND	2,114,464	2,195,919	Funded from Free Cash and spent with Advisory Committee approval
	SELECTMEN SUB-TOTAL			**8,740,959**	**8,746,943**	

DEPT	FUND	FUND TYPE	FUND NAME	FY15 YEAR-END FUND BALANCE	FUND BALANCE AS OF 1/1/16	DESCRIPTION
Town Clerk	SG05	State Grant	ELECTION HOURS REIMBURSEMENT	15,576	15,576	State grant for state election costs
	TOWN CLERK SUB-TOTAL			**15,576**	**15,576**	
Veterans	SG21	Local Grant	TOWN CELEBRATIONS FUND	7,500	7,500	Flag Day and Adopt-A-Pole donations
	VETERANS SUB-TOTAL			**7,500**	**7,500**	
		GRAND TOTAL		**25,626,041**	**30,605,022**	

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 $1.03 million from the re-appropriation of two existing CIP appropriations that was proposed in last year's CIP.

* 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	FY16	FY17	FY18	FY19	FY20	FY21	FY22
	Legal Limit for Outstanding Debt = 5% of Equalized Valuation (EQV)							
	EQV for 1/1/14 = $17.014 billion. Assume 2.5% annual growth. (In billions)	$17.439	$17.875	$18.322	$18.780	$19.250	$19.731	$20.224
	Outstanding Debt as a % of EQV	0.5%	0.6%	0.9%	0.9%	0.8%	0.8%	0.7%
	General Fund Outstanding Debt as a % of EQV	0.4%	0.6%	0.8%	0.8%	0.8%	0.7%	0.7%
	Net General Fund Outstanding Debt as a % of EQV	0.4%	0.6%	0.8%	0.8%	0.7%	0.7%	0.6%
	Total Outstanding Debt (in millions)	$81.2	$110.9	$161.2	$162.6	$155.1	$152.6	$140.6
	General Fund Outstanding Debt (in millions)	$71.8	$102.3	$152.9	$154.7	$147.3	$145.0	$134.2
	Net General Fund Outstanding Debt (in millions)	$70.0	$100.9	$150.5	$151.4	$143.3	$140.5	$130.5
	Total Debt Service (in millions)	$11.8	$13.0	$15.1	$19.1	$20.1	$18.3	$18.9
	General Fund Debt Service (in millions)	$9.3	$10.6	$13.0	$17.2	$18.2	$16.8	$17.4
	Net General Fund Debt Service (in millions)	$8.7	$10.1	$12.6	$16.7	$17.8	$16.2	$17.1
	Total Debt Service Per Capita	$202	$221	$258	$325	$342	$312	$322
	General Fund Debt Service Per Capita	$158	$180	$222	$292	$309	$286	$297
	Net General Fund Debt Service Per Capita	$148	$172	$214	$285	$303	$276	$292
	Total Debt Service as a % of Revenue	4.2%	4.5%	5.1%	6.1%	6.2%	5.5%	5.5%
	General Fund Debt Service as a % of General Fund Revenue	3.7%	4.1%	4.7%	5.5%	5.1%	4.4%	4.2%
	Net General Fund Debt Service as a % of General Fund Revenue	3.5%	3.9%	4.5%	5.3%	5.0%	4.4%	4.2%
A.	Total Outstanding Debt Per Capita as a % of Per Capita Income	1.9%	2.5%	3.5%	3.4%	3.1%	3.0%	2.7%
	General Fund Outstanding Debt Per Capita as a % of Per Capita Income	1.6%	2.3%	3.3%	3.2%	3.0%	2.8%	2.6%
	Net General Fund Outstanding Debt Per Capita as a % of Per Capita Income	1.6%	2.3%	3.3%	3.2%	3.0%	2.8%	2.6%
B.	Total Outstanding Debt Per Capita	$1,382	$1,888	$2,744	$2,769	$2,641	$2,598	$2,394
	General Fund Outstanding Debt Per Capita	$1,222	$1,742	$2,604	$2,635	$2,509	$2,469	$2,284
	Net General Fund Outstanding Debt Per Capita	$1,192	$1,718	$2,562	$2,578	$2,439	$2,393	$2,222
C.	Total Outstanding Debt as a % of Assessed Value (AV)	0.5%	0.7%	0.9%	0.9%	0.9%	0.8%	0.7%
	General Fund Outstanding Debt as a % of Assessed Value (AV)	0.4%	0.6%	0.9%	0.9%	0.8%	0.8%	0.7%
	Net General Fund Outstanding Debt as a % of Assessed Value (AV)	0.4%	0.6%	0.9%	0.9%	0.8%	0.8%	0.7%
D.	Total Net Direct Debt Maturing Within 10 Years	66%	68%	70%	73%	75%	76%	68%
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	3.79%	4.10%	4.92%	5.02%	5.23%	4.84%	5.17%
	Revenue-Financed CIP as a % of Prior Year's Net Revenue	2.21%	1.90%	1.08%	0.98%	0.77%	1.16%	0.83%

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 $2,544 (for FY16).
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):

	2017	2018	2019	2020	2021	2022
Total General Fund Revenue	260,537,877	267,928,067	281,448,195	290,570,254	298,504,014	307,225,785
LESS:						
Non Appropriations	8,296,837	8,493,993	8,696,078	8,903,215	9,115,530	9,333,153
Debt Exclusions	1,048,400	1,020,800	4,505,739	4,469,139	3,517,539	3,517,539
Free Cash	5,311,538	4,200,000	4,400,000	4,500,000	4,650,000	4,775,000
Capital Project Surplus	0	0	0	0	0	0
Net Revenue	245,881,102	254,213,274	263,846,378	272,697,900	281,220,945	289,600,092
Prior Year Net Revenue	234,873,667	245,881,102	254,213,274	263,846,378	272,697,900	281,220,945
6% CIP FUNDING POLICY						
Net Debt Financed [1]	9,634,539	12,095,849	12,764,674	13,788,720	13,193,901	14,539,567
Net Debt Financed as a % of Prior Yr Net Rev	4.10%	4.92%	5.02%	5.23%	4.84%	5.17%
Revenue Financed	4,457,881	2,657,017	2,488,122	2,042,063	3,167,973	2,333,690
Revenue Financed as a % of Prior Yr Net Rev	1.90%	1.08%	0.98%	0.77%	1.16%	0.83%
SUB-TOTAL 6% Dedicated to CIP	**14,092,420**	**14,752,866**	**15,252,796**	**15,830,783**	**16,361,874**	**16,873,257**
Free Cash for CIP	4,421,122	3,479,557	3,627,292	3,663,870	3,882,006	3,893,535
Capital Project Surplus -- Re-approp. of Funds	0	0	0	0	0	0
Other Funds (Sale of Town-owned land)	0	0	0	0	0	0
FUNDS AVAILABLE FOR CIP THROUGH GEN. FUND WITHIN TAX LEVY	**18,513,542**	**18,232,423**	**18,880,088**	**19,494,653**	**20,243,880**	**20,766,791**
As % of Prior Yr Net Rev	**7.9%**	**7.4%**	**7.4%**	**7.4%**	**7.4%**	**7.4%**
Debt Exclusions	1,048,400	1,020,800	4,505,739	4,469,139	3,517,539	3,517,539
TOTAL FUNDS AVAILABLE FOR CIP THROUGH GEN. FUND	**19,561,942**	**19,253,223**	**23,385,827**	**23,963,792**	**23,761,419**	**24,284,330**
As % of Prior Yr Net Rev	**8.3%**	**7.8%**	**9.2%**	**8.9%**	**8.6%**	**8.5%**

[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 Board of Selectmen 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 both the Planning Board and the Capital Sub-Committee of the Advisory Committee. To the extent necessary, any modifications to the Preliminary CIP are reflected in the formal CIP publication that is published by the Planning Board. Similarly, 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 FY2017 – FY2022 CIP

The recommended FY2017 – FY2022 CIP calls for an investment of $154.3 million, for an average of approximately $22 million per year, and complies with the Town's CIP and Free Cash policies. 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 (FY06 - FY16), the Town has authorized expenditures of $323 million, for an average of nearly $29 million per year. These efforts, which have been supported by the Board of Selectmen, 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.

This proposed $155.8M six-year CIP continues to provide funding for a portion of a High School Project ($35.1M) and includes funding for a feasibility study for a Major K-8 project. This CIP does not include funding beyond the feasibility study for a Major K-8 Project. Therefore, a Debt Exclusion Override is assumed for the remainder of what would be required at the High School and the full cost for the classroom needs at the K-8 level. This CIP includes $992K for the leases at the temples, 62 Harvard, 24 Webster Place, and the Baker modulars, which leaves very limited funding to modify smaller spaces in existing buildings.

It should be clearly noted that no capacity exists beyond the feasibility phase for any future major elementary school project(s), whether it be an expansion at an existing elementary school or the construction of a new 9th K-8 school. That means an additional Debt Exclusion(s) would be required. Also, this recommended CIP provides funding in FY20 for a portion of a BHS project in an amount that fits within the 7.5% CIP Financing Policy ($35.1 million Town share). Any amount above that would also have to be funded via a Debt Exclusion.

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 school overcrowding issue continues to be the most urgent CIP need, consuming more of the CIP and necessitating Debt Exclusion Overrides. The number of students in Brookline's schools has been growing dramatically over the last 8 years. Over the last 5 years we have added an average of 207 students per year. Recent enrollment projection reports indicate this enrollment growth will continue with the K-8 enrollments projected to increase by 628 students through school year 2020/2021. The grade 9-12 enrollments are projected to increase by 603 students over that same time period. Over the last five years we have dealt with the need to add classrooms by leasing modular classrooms, building new classrooms, converting non-classroom space into classrooms, and renting space. Finding available school space to support this "build in place" approach is becoming more difficult each year.

Overcrowding in the schools is an issue that we must continue to address. Since the plans to address the issue are expensive, it places great pressure on the CIP. The commencement of debt service for the Devotion School in FY2018, and the plans for the High School in FY2019, limits the ability for this CIP to address projected classroom needs over the next several years. The Classroom Capacity item in FY2017 covers the leases at the temples, 62 Harvard, 24 Webster Place and the Baker modules ($992K) with very limited funding to modify smaller spaces in existing buildings.

$3.4M is included for the Driscoll School. While the overall renovation of this building has been postponed until the space issues throughout the system have been addressed, there are critical repairs that can no longer be deferred and are addressed within this recommended CIP. The funding will provide a new HVAC system (equipment, piping, ductwork and controls) and conversion of the boilers from steam to a forced hot water system. The work would be done over two years (primarily in the summer months) with phasing to allow the building to remain occupied.

Additional work has been identified at the Old Lincoln School. Now that the building will be used as a school for the foreseeable future, an upgrade is needed to the electrical system (the system was previously allowed to remain under "temporary use"). The plumbing system is also in need of an upgrade.

The funding plan for the High School has been adjusted by one year based on the assumption that the Town will be partnering with the Massachusetts School Building Assistance (MSBA) on this project. We were recently informed that the Town's formal request (Statement of Interest) for MSBA participation in the High School project was deferred for the current year. With an estimated cost for the High School project in excess of $100 million, it would be hard to justify foregoing up to $35 million in MSBA participation. Moving this project back one year allows for the funding of a preliminary design for the 9th Elementary School and assumes the Town will not seek MSBA participation for that project. This means that there is funding in FY2020 for a portion of a High School project, with the MSBA funding 35% ($18.9M) and the Town funding the balance ($35.1M). Any amount above the $35.1M Town share will have to be funded via a Debt Exclusion. In addition, $1.75M is included in FY2018 for the feasibility / schematic design portion of the project, with $1.14M (65%) being the assumed Town's share and $613K (35%) the MSBA's.

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 $25.1M of specific park projects included, as shown in the table on the next page:

CC		Total	Prior Year (FY16)	FY2017		FY2018		FY2019		FY2020		FY2021		FY2022		Future Years	
				Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC
3	Pierce Playground	980,000	980,000														
3	Brookline Ave Playground	890,000	890,000														
3	Emerson Garden Playground	830,000	60,000	**770,000**	**A**												
3	Corey Hill Playground	740,000	40,000	**700,000**	**B**												
3	Boylston St. Playground	1,180,000														1,180,000	A
3	Brookline Reservoir Park	2,340,000		**140,000**	**A**	2,200,000	B										
3	Harry Downes Field & Playground	990,000		**80,000**	**A**			910,000	B								
3	Murphy Playground	860,000				70,000	A	790,000	B								
3	Schick Playground	1,060,000								1,060,000	B						
3	Soule Athletic Fields	705,000								70,000	A	635,000	A				
3	Larz Anderson Park	8,400,000						2,700,000	B			2,200,000	B			3,500,000	B
3	Kraft Family Athl. Field Turf Repl.	1,070,000								90,000		980,000	B				
3	Heath School Playground Accessibility	1,030,000														1,030,000	A
3	Griggs Park	970,000														970,000	A
3	Robinson Playground	1,175,000								100,000	A	1,075,000	B				
3	Riverway Park	625,000														625,000	A
3	Cypress Playground/Athl. Field	1,760,000										140,000	A	1,620,000	B		

There is also funding to replace the remaining 1,320 POM coin only single head parking meter mechanisms with IPS credit card accepting parking meters. The impact on DPW's operating budget for data storage and credit card service charges is quite significant, so the recommendation is to implement over a five-year period. This will give the Town time to evaluate the impact of an anticipated pay-by-cell program and whether or not full implementation is needed given the convenience pay-by-cell technology provides.

The Water and Sewer Division has several major projects scheduled in FY2017. The Deputy Town Administrator met with the Finance Director and the Director of Water and Sewer to discuss the funding plans for improvements to Singletree Tank, the Singletree Gatehouse, the Stormwater system and Netherlands Road. They believe it is prudent to use fund balance to pay for long term liabilities and/or capital projects when above 5% of the budget. Fund balance at the end of last fiscal year was approximately 9%. It is recommended that Stormwater and Netherlands Road improvements ($490K total) be funded with retained earnings and that the work at Singletree Hill be funded via an interest-free MWRA loan.

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. The 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 FY12, $650,000 was appropriated to undertake the structural component. The next phase for implementation was the life safety component, which was funded between FY13 – FY15 ($890,000). The final phase (mechanical, electrical, plumbing) is included ($1.8 million) in this recommended CIP, starting with $350,000 in FY17.

This recommended CIP also addresses a long-standing need in the Fire Department: a modern **fleet maintenance facility**. The current maintenance facility is located in Station #1 and the shop is not large enough to allow access to many of the Department's vehicles, leaving the mechanics no choice but to do repairs out in the street, the drill yard at Station #6, or, on occasion, inside another fire station. This is obviously unsafe when on the street and inefficient when working in locations away from the shop and all its tools and equipment. The limited size of the shop, and its inability to house the apparatus, leaves the Fire Department looking to costly outside repair venders more often than would be necessary if the Department had an adequate facility. The plan is to construct a new facility behind Station #6. In addition, the Fire Chief has expressed his desire to modernize the Department's **training facility**, which is located at Station #6. In FY15, $40,000 was appropriated for feasibility. In FY17, $4.5 million is included for design and construction.

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. Because of this policy, the Fire Department has an excellent and young stable of engines and ladders. This recommended CIP continues to follow the policy and replaces Tower #1 in FY17 ($800,000) and Engine #6 in FY19 ($660,000). It also includes $700,000 for rehabs.

The Gateway East/ Village Square Circulation Improvements Project is slated for FY2017 and involves reconfiguration of the existing circulation system in Brookline Village at Washington Street, Route 9, Walnut Street, High Street, and Pearl Street. Funding for the project is assumed to come from multiple sources:

	FY2016	FY2017	TOTAL
Federal Grant (via State TIP)		4,818,000	4,818,000
(1% Off-Site Improvements--2 Brookline Place)	750,000		750,000
SAFETEALU earmark		500,000	500,000
CDBG		250,000	250,000
CDBG (Section 108 Loan)		750,000	750,000
	750,000	**6,318,000**	**7,068,000**

The right-of-way acquisition costs are preliminary estimates. Under State statute, the Town may not discuss acquisition costs with property owners until we have an approved 25% design. Similarly, construction estimates are being revised since the project has been modified.

It should be noted that the Town previously sought and received Town Meeting authorization to utilize a Section 108 loan, which is a tool that can be used to undertake CDBG-eligible activities when a lump sum is needed to move a project forward. The Town may once again seek authorization from Town Meeting to secure a Section 108 loan as a funding source to pay for the acquisition of needed permanent and temporary right-of-way to accommodate the Gateway East project. Under a Section 108 loan, a community borrows against its future CDBG funds. Like a conventional loan, the Section 108 loan would have an amortization term, but instead of making payments, the Town's loan is paid back once per year off the top of its CDBG entitlement. The loan must be backed by the Town's full faith and credit.

The **Major Parcel Study** is the continuation of a series of strategic studies initiated in FY2016. The Town is essentially, but not completely, built-up. Simultaneously, as a highly desirable community in which to live and invest, Brookline is subject to intense residential development pressure. The Town needs to be concerned that major privately-owned parcels, most of which are currently in institutional and/or non-profit use, may eventually succumb to that pressure and be developed. Starting with the vision articulated in our Comprehensive Plan combined with the long-term needs identified in our Strategic Asset Plan, the town needs to think about what the community wants to see on those privately-owned parcels.

While the preponderance of the study will focus on privately-held property, it will also address any municipally-owned property that the Strategic Asset Plan may have identified as underutilized or unneeded for direct municipal needs. Based on the needs assessment as well as the strong foundation of information generated in prior studies regarding specific parcels, the Town will be in a position to determine the optimum use of each property.

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, 2015 was $7.81 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	$7,811,538
1. Operating Budget Reserve	$587,184
2. Unreserved Fund Balance/Stabilization Fund	$2,500,000
3. Liability Reserve	$144,322
4. Capital Improvements	$3,523,105
5. Affordable Housing Trust Fund	$158,539
Sub-Total	$6,913,150
Amt available for Special Use (#6)	$898,388
6. Special Use:	
Additional CIP	$898,388
Amount Appropriated	$5,311,538

By following these policies, $3,523,105 of Free Cash is used to get from 6% of prior year net revenue to 7.5%. Then an additional $898,388 is allocated to the CIP to help balance it. In total, $4,421,122 of Free Cash goes toward the CIP, as recommended.

State/Federal grants total $62.1 million over the six-year period, or 23% of all funding. Of this amount, $27.8 million represents the potential State share of the Devotion School Renovation project and $18.9 million represents the potential State share of the BHS project.

Some of the major projects proposed in the CIP include:

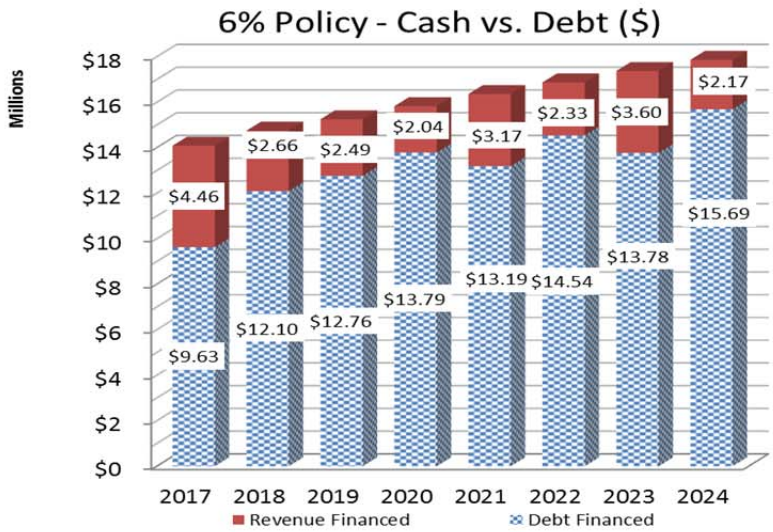
- Parking Meter Technology Upgrade - $805,200 (FY17, FY18, FY20, FY21)
- BHS - $36.2 million of Town funding + $19.5 million of State funding (FY17, FY19)
- Classroom Capacity - $6.37 million (FY17-22)
- Village Square - $7.1 million (FY17) - - all outside funding
- Coolidge Corner Improvements - $515K (FY18)*
- Larz Anderson - $4.9 million (FY19, FY21)
- Fire Fleet Maintenance / Training Facility - $4.5 million (FY17)
- Fire Sta. Renovations - $2.3 million (FY17-21)
- Brookline Reservoir Park - $2.3 million (FY17-18)
- Robinson Playground - $1.2 million (FY20-FY21)
- Cypress Playground - $1.8 million (FY22)

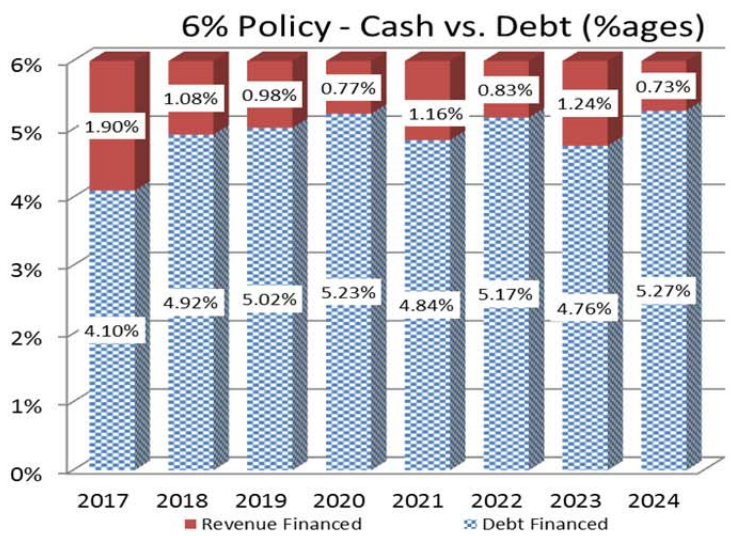
Continued major investments include:

- Street and Sidewalk Rehab - $20.9 million
- Town/School Bldg Envelope/Fenestration Repairs - $11.1 million
- Fire Apparatus- $2.2 million
- Information Technology - $1.2 million
- Energy Conservation - $920,000
- Parks and Open Space - $19.2 million
- Town/School Roofs - $5.5 million
- Water & Sewer Infrastructure - $5.8 million -- enterprise fund
- Tree Replacement - $1.4 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 cost estimate for the Devotion School project. Graphs showed the split between revenue-financed and debt-financed CIP being relatively consistent from FY14 – FY17, then becoming more heavily weighted toward debt because of the Devotion School debt coming on-line. Over the six-year period of this Preliminary CIP, 47.9% of funding ($73.87 million) is financed through the issuance of municipal debt. Although the Board placed an additional $5M on the debt exclusion for the Devotion School project in order to provide some relieve that capacity has been used to address a change in the MSBA funding assumption for the Devotion School project and to fund the Driscoll School HVAC project. The cash-financed portion is reduced even further in FY24 when the High School project is permanently financed. One way to reduce the debt/cash imbalance is to reduce the CIP's share of the BHS project, something that will be considered as discussions about that project ramp up.

* Funding for windows, carpeting and an elevator/HP lift at the Coolidge Corner Library had been postponed pending the outcome of a feasibility study for the Coolidge Corner Library, which is nearing conclusion. Given the current capacity in the CIP any major renovation/expansion project on this site would be largely dependent on grant funding from the Massachusetts Board of Library Commissioners (MLBC) and from private sources. The next MLBC grant cycle which opens next summer and will be awarded in January, 2017.



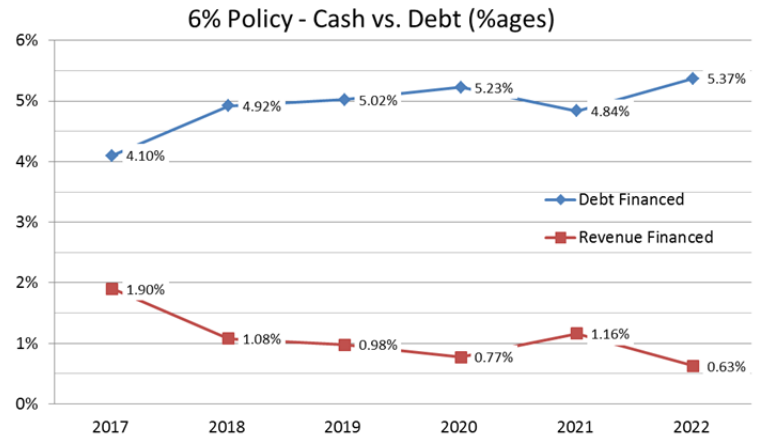


The table below details the funding sources for each year of the Proposed CIP.

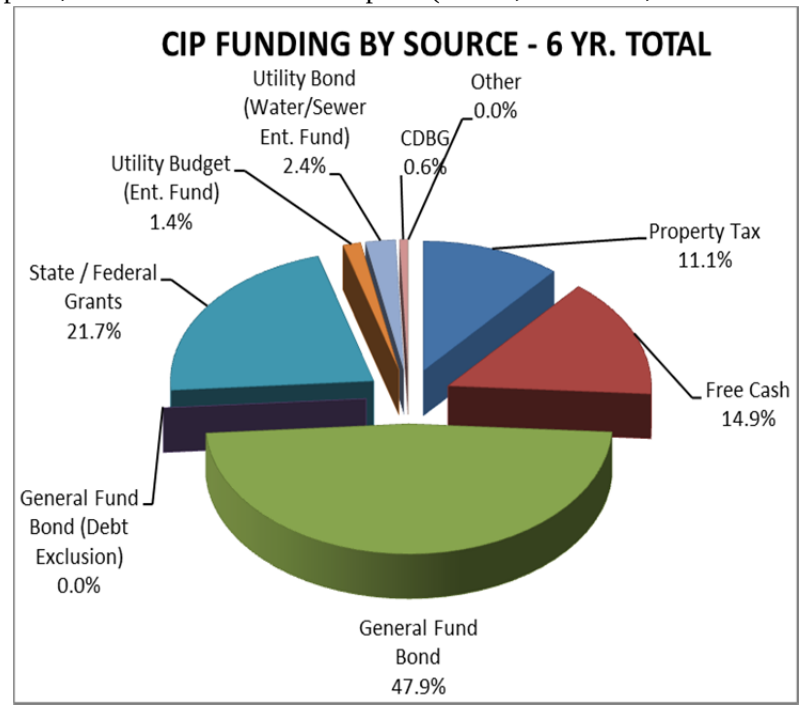
GRAND TOTAL BY SOURCE (in millions)

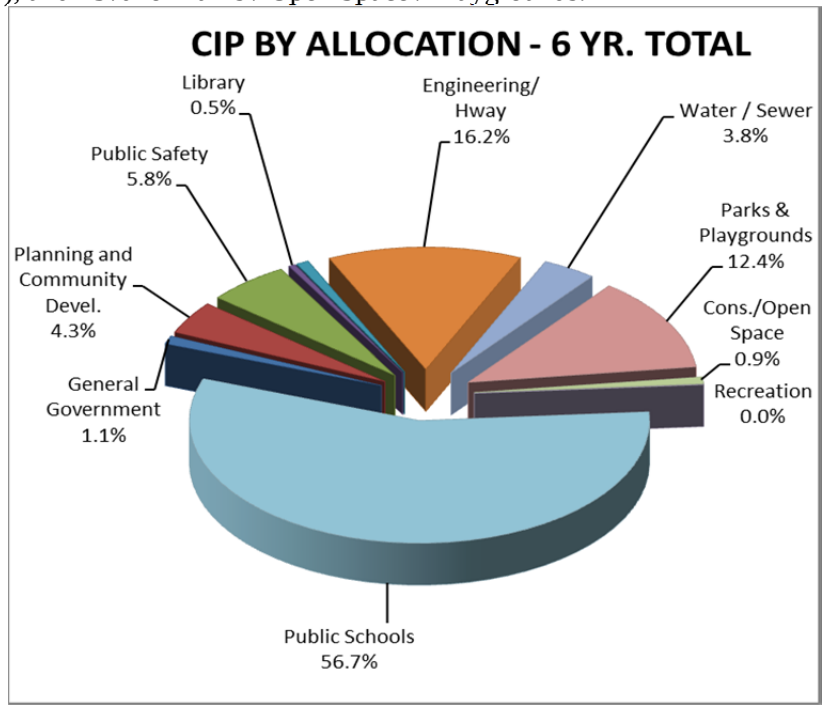
	FY17	FY18	FY19	FY20	FY21	FY22	TOTAL	% OF TOTAL
Property Tax	$4.45	$2.65	$2.49	$2.04	$3.18	$2.32	**$17.13**	**11.1%**
Free Cash	$4.42	$3.48	$3.63	$3.66	$3.88	$3.89	**$22.97**	**14.9%**
General Fund Bond	$8.10	$5.44	$12.10	$37.16	$9.46	$1.62	**$73.87**	**47.9%**
State / Federal Grants	$6.76	$2.05	$1.44	$20.34	$1.44	$1.44	**$33.47**	**21.7%**
Utility Budget (Ent. Fund)	$0.49	$0.30	$0.79	$0.30	$0.30	$0.00	**$2.18**	**1.4%**
Utility Bond (Water/Sewer Ent. Fund)	$0.66	$0.00	$3.00	$0.00	$0.00	$0.00	**$3.66**	**2.4%**
CDBG	$1.00	$0.00	$0.00	$0.00	$0.00	$0.00	**$1.00**	**0.6%**
TOTAL	**$25.88**	**$13.92**	**$23.45**	**$63.51**	**$18.26**	**$9.27**	**$154.28**	**100%**

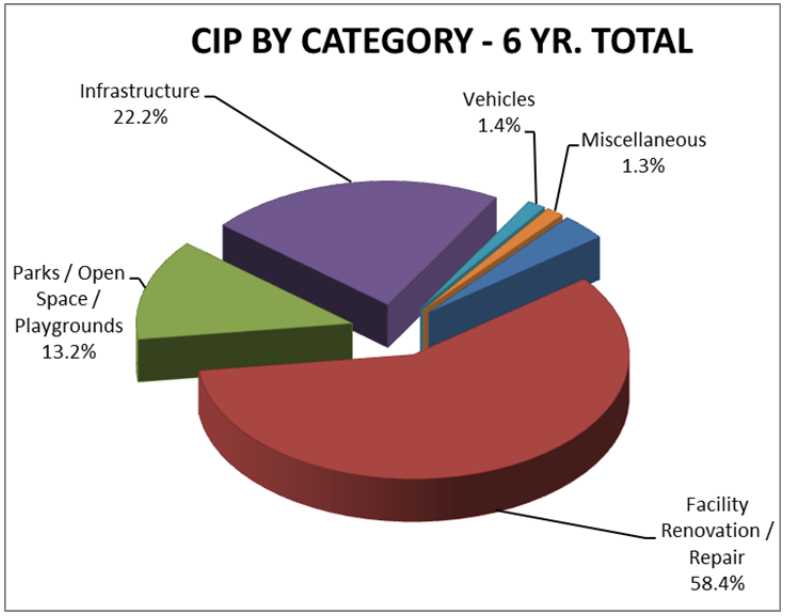
Given the reliance on more than $73.87 million of bonds supported by the General Fund within the tax levy there is an impact on the Town's operating budget. However, because the CIP complies with the Town's CIP Financing Policies, the impact on the debt service budget is offset by a decrease in the tax-financed 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 FY17 – FY22 CIP by revenue source, by category, and by allocation group. As shown in the graph on the left side, 48% of the six-year CIP is funded from General Fund-supported bonds, 22% is funded by State / Federal Grants, and 11% is funded via property tax / free cash. The graph on the right breaks out the six-year CIP by allocation group and shows that 57% is for Schools, 16% is for Engineering / Highway, and 12% is for Parks / Playgrounds / Conservation / Open Space. The final graph (on the following page) breaks out the CIP by category: 58% of the CIP goes toward facility renovations / repairs, 22% for infrastructure repairs (streets, sidewalks, water and sewer system), and 13% 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 27, 2015 by Moody's and the Town maintained its Aaa rating. Among the reasons stated by Moody's for the Aaa rating were "the town's history of structurally balanced operations, adequate reserve levels, and strong fiscal policies", and "[m]anageable liabilities for debt, pensions and OPEB."

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 $17.014 billion. Therefore, the Town's debt limit is $850 million. Obviously, the Town has no plans to come near this limit. In fact, the Town's CIP Financing Policies would not allow outstanding debt to reach that level, as a number of measurement variables would not be met.

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, one project is funded with exempt debt: the High School Renovation ($43.8 million). The last debt service payment for that project is in FY20. Debt Service for a portion of the the Devotion Debt Exclusion is expected to commence in FY19.

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 FY15, this shows that the Town's total outstanding debt was $79.43 million, of which $14.1 million (17.7%) was owed by either the State ($2.06 million) or enterprise funds ($12.04 million), leaving $65.34 million of outstanding debt.

OUTSTANDING DEBT

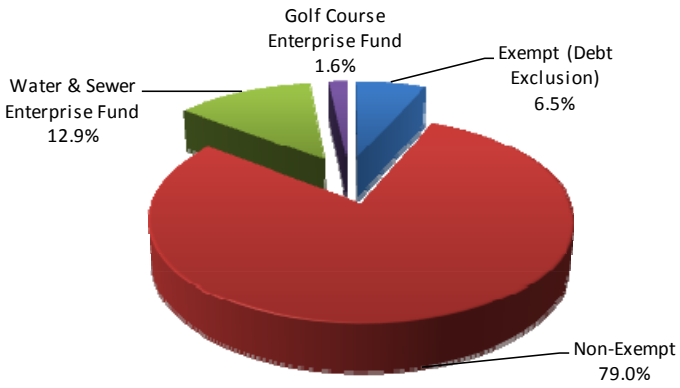
DESCRIPTION	FY10	FY11	FY12	FY13	FY14	FY15
Total General Fund Outstanding Debt	**60,243,947**	**62,629,298**	**66,094,309**	**64,145,426**	**63,539,088**	**60,077,544**
a.) Exempt (Debt Exclusion) [1]	10,839,685	9,286,963	7,831,500	6,430,000	5,510,000	4,590,000
b.) Non-Exempt	49,404,262	53,342,335	58,262,809	57,715,426	58,029,088	55,487,544
Minus State (SBA) Reimbursed Debt [2]	5,221,408	4,423,697	3,554,470	2,849,005	2,452,505	2,056,310
Net General Fund Outstanding Debt	55,022,539	58,205,600	62,539,839	61,296,421	61,086,583	58,021,234
Water & Sewer Enterprise Fund Outstanding Debt	13,278,553	12,245,702	11,521,791	10,028,654	10,382,110	9,050,072
Golf Course Enterprise Fund Outstanding Debt	860,000	1,080,000	929,000	899,000	1,099,000	1,149,000
Enterprise Fund Outstanding Debt	**14,138,553**	**13,325,702**	**12,450,791**	**10,927,654**	**11,481,110**	**10,199,072**
TOTAL Outstanding Debt	**74,382,500**	**75,955,000**	**78,545,100**	**75,073,080**	**75,020,198**	**70,276,616**

[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), Baker, and Heath.

The graph on the following page depicts the FY16 figures. As it shows, 79% of the Town's debt is covered within the levy while 7% is covered outside the levy via Debt Exclusion Overrides. The remaining 14% is covered by enterprise fund revenues. The projected level of outstanding debt based upon the Proposed CIP is shown in the table on the following page. The increase in FY17 is due to the Devotion School project. Also, there is a graph on page VII-27 that shows both a history and a projection of outstanding debt.

FY15 OUTSTANDING DEBT BY SOURCE



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

OUTSTANDING DEBT (PROJECTED)

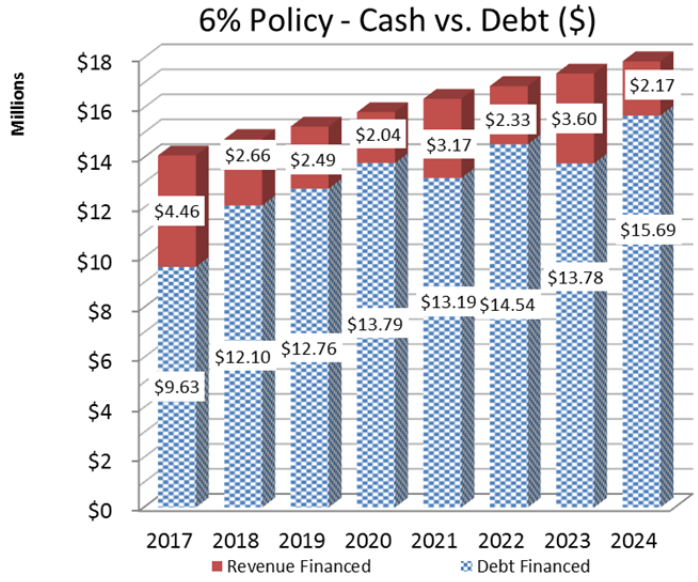
DESCRIPTION	FY16	FY17	FY18	FY19	FY20	FY21	FY22
Total General Fund Outstanding Debt	**71,780,459**	**102,334,989**	**151,643,985**	**152,276,870**	**143,837,158**	**140,829,149**	**130,476,834**
a.) Exempt (Debt Exclusion) [1]	3,670,000	2,750,000	1,830,000	50,323,498	48,369,759	47,279,083	46,133,873
b.) Non-Exempt	68,110,459	99,584,989	149,813,985	101,953,372	95,467,399	93,550,066	84,342,960
Minus State (SBA) Reimbursed Debt [2]	1,756,800	1,457,900	1,162,050	866,200	576,450	286,700	0
Net General Fund Outstanding Debt	70,023,659	100,877,089	150,481,935	151,410,670	143,260,708	140,542,449	130,476,834
Water & Sewer Enterprise Fund Outstanding Debt	7,920,156	6,961,446	6,522,256	6,286,128	6,050,000	5,977,375	4,975,900
Golf Course Enterprise Fund Outstanding Debt	1,465,000	1,586,500	1,718,250	1,602,500	1,736,750	1,618,500	1,495,250
Enterprise Fund Outstanding Debt	**9,385,156**	**8,547,946**	**8,240,506**	**7,888,628**	**7,786,750**	**7,595,875**	**6,471,150**
TOTAL Outstanding Debt	**81,165,615**	**110,882,935**	**159,884,491**	**160,165,498**	**151,623,908**	**148,425,024**	**136,947,984**

[1] The High School project was financed via a Debt Exclusion. Current funding plans for the Devotion School project assumes a portion of that project is funded via a Debt Exclusion.

[2] The Baker (through FY22) and Heath (through FY19) school projects are being reimbursed by the State.

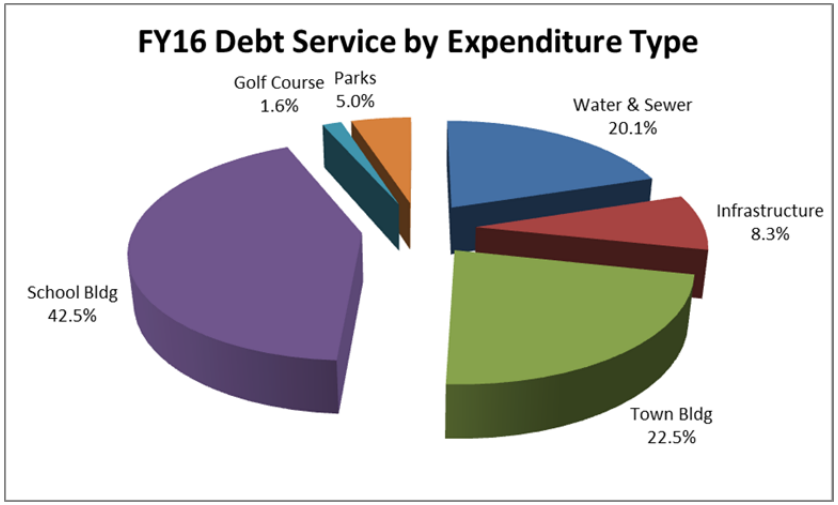
impact debt service has on the Operating Budget (via long-range forecasting), then the authorization of debt is being made in a vacuum. Governmental bodies can cripple their finances if bonds are authorized and issued without a full understanding of the impact they have on the overall finances of the 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 FY16, $13.2 million is dedicated to the CIP ($8.3 million for net debt service and $4.9 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 FY24, 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 (FY16) debt service by expenditure type. As it shows, the largest component of debt service is for school buildings, followed by town buildings and the water and sewer system.



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 FY16, it shows that the Town's total debt service was $11.84 million, of which $3.1 million (26.4%) was reimbursed by either the State ($556,757) or Enterprise funds ($2.57 million), leaving $8.71 million of debt service.

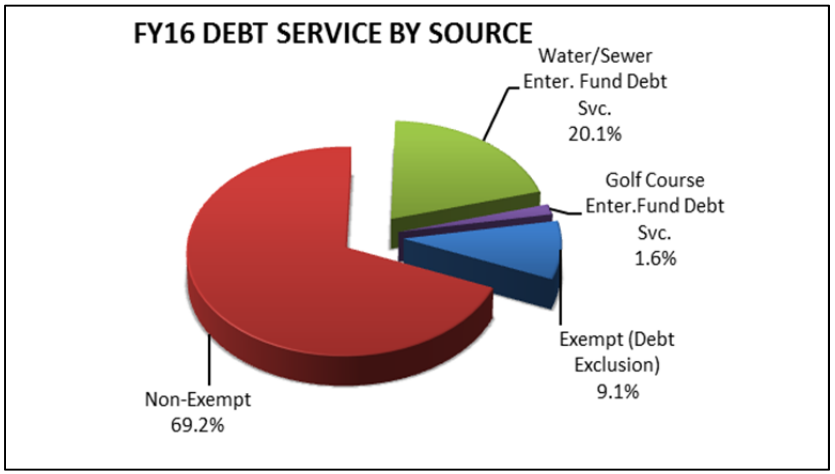
DEBT SERVICE

DESCRIPTION	FY11	FY12	FY13	FY14	FY15	FY16
Total General Fund Supported Debt Service	9,440,762	10,098,259	9,804,995	9,297,870	9,389,799	9,270,546
a.) Exempt (Debt Exclusion) [1]	1,899,453	1,730,917	1,630,808	1,112,800	1,094,400	1,076,000
b.) Non-Exempt	7,541,309	8,367,342	8,174,187	8,185,070	8,295,399	8,194,546
Minus State (SBA) Reimbursed Debt [2]	1,227,634	1,227,634	587,125	556,757	556,757	556,757
Net General Fund Debt Service	8,213,128	8,870,625	9,217,870	8,741,113	8,833,042	8,713,789
Water & Sewer Enterprise Fund Supported Debt Svc.	2,495,199	2,321,242	2,375,403	2,365,461	2,133,405	2,377,747
Golf Course Enterprise Fund Supported Debt Svc.	189,130	185,679	191,499	179,374	186,476	191,355
Enterprise Fund Debt Service	**2,684,329**	**2,506,921**	**2,566,902**	**2,544,835**	**2,319,881**	**2,569,102**
TOTAL Debt Service	**12,125,091**	**12,605,180**	**12,371,897**	**11,842,705**	**11,709,680**	**11,839,648**

[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), Baker, and Heath.

The graph to the right depicts FY16 debt service by source. As it shows, 69% of the Town's debt service is covered within the levy while 9% is covered outside the levy via Debt Exclusion Overrides. The remaining 22% 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 FY17 – FY22 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. 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 for the $1.245 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	FY17	FY18	FY19	FY20	FY21	FY22	FY23
Total General Fund Supported Debt Service	10,682,939	13,116,649	17,270,413	18,257,859	16,636,440	17,557,106	16,645,804
a.) Exempt (Debt Exclusion) [1]	1,048,400	1,020,800	4,505,739	4,469,139	3,517,539	3,517,539	3,517,539
b.) Non-Exempt	9,634,539	12,095,849	12,764,674	13,788,720	13,118,901	14,039,567	13,128,265
Minus State (SBA) Reimbursed Debt [2]	556,757	556,757	556,757	434,662	434,662	434,662	0
Net General Fund Debt Service	10,126,182	12,559,892	16,713,656	17,823,197	16,201,778	17,122,444	16,645,804
Water & Sewer Enterprise Fund Supported Debt Svc.	2,289,891	2,177,470	1,977,250	1,983,112	1,647,315	1,399,825	1,258,225
Golf Course Enterprise Fund Supported Debt Svc.	228,125	180,093	184,303	179,819	188,985	189,189	184,143
Enterprise Fund Debt Service	**2,518,016**	**2,357,563**	**2,161,552**	**2,162,931**	**1,836,300**	**1,589,014**	**1,442,368**
TOTAL Debt Service	**13,200,955**	**15,474,212**	**19,431,965**	**20,420,789**	**18,472,740**	**19,146,119**	**18,088,172**

[1] The High School project was financed via a Debt Exclusion. Current funding plans for the Devotion School project assumes $49.5M of that project is funded by the a Debt Exclusion.

[2] The Baker (through FY22) and Heath (through FY19) school projects are being reimbursed by the State.

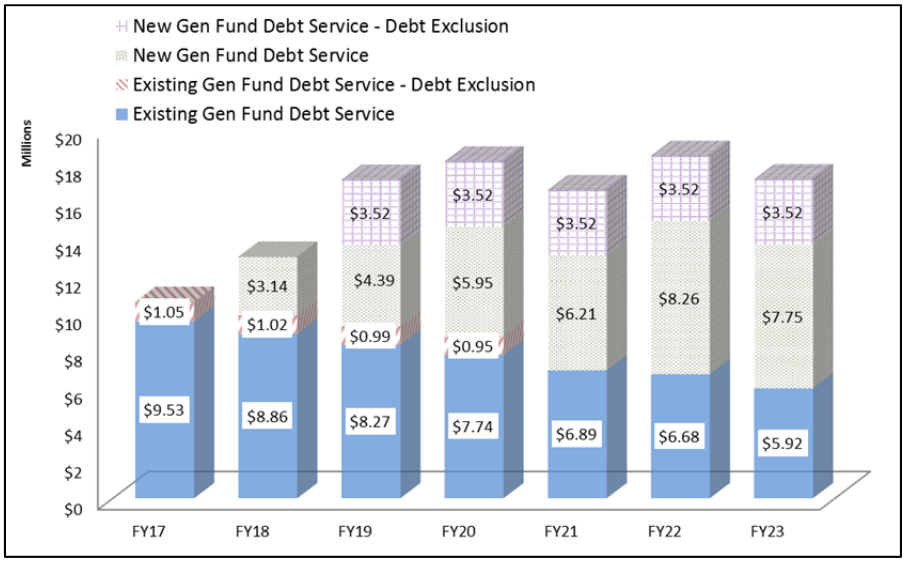
DEBT MANAGEMENT PLAN

PROJECT	BOND AUTH.	BOND AMT	TERM	2017	2018	2019	2020	2021	2022	2023	2024	2025
Funded Within 6% CIP Policy												
Rear Landfill (previously authorized)	$4.600	$4.250	15	$0.453	$0.442	$0.431	$0.419	$0.408	$0.397	$0.385	$0.374	$0.363
Old Lincol School (future authorization)	$1.000	$1.000	10	$0.138	$0.134	$0.130	$0.126	$0.123	$0.119	$0.115	$0.111	$0.108
Pierce Playground (future authorization)	$0.920	$0.920	10	$0.127	$0.123	$0.120	$0.116	$0.113	$0.109	$0.106	$0.102	$0.099
Roof Repairs/Replacements (future authorization)	$1.050	$1.150	10	$0.165	$0.161	$0.156	$0.152	$0.147	$0.143	$0.138	$0.134	$0.129
Envelope/Fenestration Repairs (future authorization)	$1.300	$1.300	10	$0.221	$0.214	$0.208	$0.201	$0.195	$0.188	$0.181	$0.175	$0.168
Devotion School (future authorization)	$46.000	$10.000	25	$0.674	$0.674	$0.674	$0.674	$0.674	$0.674	$0.674	$0.674	$0.674
Carlton St. Footbridge (previously authorized)	$1.400	$1.245	10		$0.177	$0.172	$0.167	$0.162	$0.156	$0.151	$0.146	$0.140
Muddy River (previously authorized)	$0.745	$0.745	10		$0.106	$0.103	$0.100	$0.097	$0.093	$0.090	$0.087	$0.084
Corey Hill (future authorization)	$0.700	$0.700	10		$0.100	$0.097	$0.094	$0.091	$0.088	$0.085	$0.082	$0.079
Envelope/Fenestration Repairs (future authorization)	$2.100	$2.100	10		$0.299	$0.290	$0.281	$0.272	$0.264	$0.255	$0.246	$0.237
Devotion School (future authorization)	$43.000	$33.000	25		$2.341	$2.341	$2.341	$2.341	$2.341	$2.341	$2.341	$2.341
Tower #1 Replacement (future authorization)	$0.800	$0.800	10		$0.114	$0.111	$0.107	$0.104	$0.100	$0.097	$0.094	$0.090

TOWN OF BROOKLINE FY2017 PROGRAM BUDGET				CAPITAL IMPROVEMENTS PROGRAM								
PROJECT	BOND AUTH.	BOND AMT	TERM	2017	2018	2019	2020	2021	2022	2023	2024	2025
High School Addition - Feas./Schem. Des. (future authorization)	$1.138	$1.138	10			$0.162	$0.157	$0.152	$0.148	$0.143	$0.138	$0.133
Brookline Reservoir Park (future authorization)	$2.200	$2.200	10			$0.314	$0.304	$0.295	$0.285	$0.276	$0.267	$0.257
Fire Maintenance/Training Facility (future authorization)	$4.500	$4.500	15			$0.503	$0.489	$0.476	$0.462	$0.449	$0.435	$0.422
Envelope/Fenestration Repairs (future authorization)	$2.100	$2.100	10			$0.299	$0.290	$0.281	$0.272	$0.264	$0.255	$0.246
Harry Downes (future authorization)	$0.910	$0.910	10				$0.130	$0.126	$0.122	$0.118	$0.114	$0.110
Larz Anderson Park (future authorization)	$2.700	$2.700	10				$0.385	$0.373	$0.362	$0.350	$0.339	$0.327
Roof Repairs/Replacements (future authorization)	$3.500	$3.500	15				$0.391	$0.380	$0.370	$0.359	$0.349	$0.338
Envelope/Fenestration Repairs (future authorization)	$1.200	$1.200	10				$0.171	$0.166	$0.161	$0.156	$0.151	$0.146
Murphy Playground (future authorization)	$0.790	$0.790	10				$0.113	$0.109	$0.106	$0.103	$0.099	$0.096
Driscoll School (future authorization	$3.000	$3.000	10				$0.428	$0.415	$0.402	$0.389	$0.377	$0.364
High School Addition (future authorization) - BAN	$48.750	$5.000	1					$0.075	$0.000	$0.000	$0.000	$0.000
Envelope/Fenestration Repairs (future authorization)	$1.000	$1.000	10					$0.143	$0.138	$0.134	$0.130	$0.126
Schick Park (future authorization)	$1.060	$1.060	10					$0.151	$0.147	$0.142	$0.138	$0.133
High School Addition (future authorization) - BAN	$48.750	$38.000	1						$0.500	$0.000	$0.000	$0.000
Roof Repairs/Replacements (future authorization)	$1.700	$1.700	10						$0.242	$0.235	$0.228	$0.221
Kraft Family Athl. Field Turf Repl. (future authorization)	$0.980	$0.980	10						$0.140	$0.135	$0.131	$0.127
Robinson Playground (future authorization)	$1.075	$1.075	10						$0.153	$0.149	$0.144	$0.139
Larz Anderson Park (future authorization)	$2.200	$2.200	10						$0.314	$0.304	$0.295	$0.285
Envelope/Fenestration Repairs (future authorization)	$3.500	$3.500	15						$0.391	$0.380	$0.370	$0.359
High School Addition (future authorization) - BAN	$48.750	$48.750	1							$0.650	$0.000	$0.000
High School Addition (future authorization)	$48.750	$48.750	25								$3.150	$3.080
Cypress Playground / Athl Field (future authorization)	$1.530	$1.530	10								$0.231	$0.224
Larz Anderson Park (future authorization)	$2.500	$2.500	10									$0.356
NEW GEN FUND DEBT SERVICE (cumulative)				**$1.778**	**$4.886**	**$6.110**	**$7.636**	**$7.868**	**$9.386**	**$9.355**	**$11.904**	**$12.002**
Debt Exclusions												
Devotion School - Design/Constr. (future authorization)	$49.576	$49.576	25				$3.518	$3.518	$3.518	$3.518	$3.518	$3.518
NEW DEBT EXCLUSION DEBT SERVICE (cumulative)				**$0.000**	**$0.000**	**$0.000**	**$3.518**	**$3.518**	**$3.518**	**$3.518**	**$3.518**	**$3.518**

PROJECT	BOND AUTH.	BOND AMT	TERM	2017	2018	2019	2020	2021	2022	2023	2024	2025
Enterprise Funds												
Phase 8 MWRA Interest Free Loan	$0.516	$0.516	5	$0.103	$0.103	$0.103	$0.103	$0.103	$0.000	$0.000	$0.000	$0.000
Wastewater (future authorization)	$3.000	$1.000	10	$0.143	$0.138	$0.134	$0.130	$0.126	$0.121	$0.117	$0.113	$0.109
Singletree Tank & Gatehouse MWRA Interest Free Loan	$0.660	$0.660	10		$0.066	$0.066	$0.066	$0.066	$0.066	$0.066	$0.066	$0.066
Phase 9 MWRA Interest Free Loan	$0.570	$0.570	10		$0.057	$0.057	$0.057	$0.057	$0.057	$0.057	$0.057	$0.057
Wastewater (future authorization)	$3.000	$1.000	10		$0.143	$0.138	$0.134	$0.130	$0.126	$0.121	$0.117	$0.113
Stormwater (future authorization)	$0.300	$0.300	10		$0.000	$0.043	$0.041	$0.040	$0.039	$0.038	$0.036	$0.035
Wastewater (future authorization)	$3.000	$1.000	10		$0.000	$0.143	$0.138	$0.134	$0.130	$0.126	$0.121	$0.117
Stormwater (future authorization)	$0.300	$0.300	10		$0.000	$0.000	$0.043	$0.041	$0.040	$0.039	$0.038	$0.036
Wastewater (future authorization)	$3.000	$1.000	10		$0.000	$0.000	$0.143	$0.138	$0.134	$0.130	$0.126	$0.121
Stormwater (future authorization)	$0.300	$0.300	10		$0.000	$0.000	$0.000	$0.043	$0.041	$0.040	$0.039	$0.038
Stormwater (future authorization)	$0.300	$0.300	10		$0.000	$0.000	$0.000	$0.043	$0.041	$0.040	$0.039	$0.038
Wastewater (future authorization)	$3.000	$1.000	10		$0.000	$0.000	$0.000	$0.143	$0.138	$0.134	$0.130	$0.126
Wastewater (future authorization)	$3.000	$1.000	10		$0.000	$0.000	$0.000	$0.000	$0.143	$0.138	$0.134	$0.130
Golf Course (previously authorized)	$2.840	$0.265	20	$0.025	$0.025	$0.024	$0.023	$0.023	$0.022	$0.022	$0.021	$0.020
Golf Course (previously authorized)	$1.000	$0.205	20	$0.019	$0.019	$0.019	$0.018	$0.018	$0.017	$0.017	$0.016	$0.016
Golf Course (previously authorized)	$1.000	$0.295	20		$0.028	$0.027	$0.027	$0.026	$0.025	$0.025	$0.024	$0.023
Golf Course (previously authorized)	$1.000	$0.250	20			$0.024	$0.023	$0.023	$0.022	$0.022	$0.021	$0.020
Golf Course (previously authorized)	$1.000	$0.250						$0.024	$0.023	$0.023	$0.022	$0.022
NEW ENTERPRISE FUND DEBT SERVICE (cumulative)				**$0.271**	**$0.532**	**$0.708**	**$0.878**	**$1.086**	**$1.099**	**$1.067**	**$1.036**	**$1.005**

When Moody's last reviewed the Town's bond rating in March, 2015, they referenced the 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 on the following page 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 4.2% in FY16 but will increase to 6.2% in FY19 when the majority of debt service associated with the Devotion School project kicks in. When looking solely General Fund-supported debt, the figure drops to 3.7% in FY16, reaching a high of 6.3% in FY20.

DEBT SERVICE AS A PERCENTAGE OF REVENUE

DESCRIPTION	FY14 (Act.)	FY15 (Act.)	FY16 (Proj.)	FY17 (Proj.)	FY18 (Proj.)	FY19 (Proj.)	FY20 (Proj.)	FY21 (Proj.)	FY22 (Proj.)	FY23 (Proj.)
Total General Fund Supported Debt Service	9,297,870	9,389,799	9,270,546	10,682,939	13,116,649	17,270,413	18,257,859	16,636,440	17,557,106	16,645,804
a.) Exempt (Debt Exclusion) [1]	1,112,800	1,094,400	1,076,000	1,048,400	1,020,800	4,505,739	4,469,139	3,517,539	3,517,539	3,517,539
b.) Non-Exempt	8,185,070	8,295,399	8,194,546	9,634,539	12,095,849	12,764,674	13,788,720	13,118,901	14,039,567	13,128,265
Minus SBA Reimbursements	556,757	556,757	556,757	556,757	556,757	556,757	434,662	434,662	434,662	0
Net General Fund Debt Service	8,741,113	8,833,042	8,713,789	10,126,182	12,559,892	16,713,656	17,823,197	16,201,778	17,122,444	16,645,804
Water & Sewer Enterprise Fund Supported Debt Svc.	2,365,461	2,133,405	2,377,747	2,289,891	2,177,470	1,977,250	1,983,112	1,647,315	1,399,825	1,258,225
Golf Course Enterprise Fund Supported Debt Svc.	179,374	186,476	191,355	228,125	180,093	184,303	179,819	188,985	189,189	184,143
TOTAL Debt Service	**11,842,705**	**11,709,680**	**11,839,648**	**13,200,955**	**15,474,212**	**19,431,965**	**20,420,789**	**18,472,740**	**19,146,119**	**18,088,172**
General Fund Revenue	231,533,855	235,632,057	250,398,058	260,537,877	267,928,067	281,448,195	290,570,254	298,504,014	307,225,785	315,734,744
General Fund Revenue Without SBA Reimbursement	230,977,098	235,075,300	249,841,301	259,981,120	267,371,310	280,891,438	290,135,592	298,069,352	306,791,123	315,734,744
Water & Sewer Enterprise Fund Revenue	26,529,207	26,617,217	27,828,675	28,719,666	29,262,598	30,566,807	31,414,997	32,335,624	33,487,971	34,820,748
Golf Course Enterprise Fund Revenue	1,273,214	1,298,830	1,390,926	1,522,831	1,551,052	1,579,405	1,607,892	1,665,964	1,683,472	1,701,211
TOTAL Revenue of Funds Supporting Debt Svc.	**259,336,276**	**263,548,104**	**279,617,659**	**290,780,374**	**298,741,718**	**313,594,407**	**323,593,143**	**332,505,603**	**342,397,228**	**352,256,703**
General Fund Debt Service as a % of General Fund Revenue	4.0%	4.0%	3.7%	4.1%	4.9%	6.1%	6.3%	5.6%	5.7%	5.3%
Net General Fund Debt Service as a % of General Fund Revenue [2]	3.8%	3.8%	3.5%	3.9%	4.7%	6.0%	6.1%	5.4%	5.6%	5.3%
Water & Sewer Enterprise Fund Debt Service as a % of Revenue	8.9%	8.0%	8.5%	8.0%	7.4%	6.5%	6.3%	5.1%	4.2%	3.6%
Golf Course Enterprise Fund Debt Service as a% of Revenue	14.1%	14.4%	13.8%	15.0%	11.6%	11.7%	11.2%	11.3%	11.2%	10.8%
TOTAL Debt Service as a % of Total Rev. Supporting Debt Svc.	**4.6%**	**4.4%**	**4.2%**	**4.5%**	**5.2%**	**6.2%**	**6.3%**	**5.6%**	**5.6%**	**5.1%**

[1] The Lincoln School and High School projects were financed via a Debt Exclusion. Current funding plans for the Devotion School project assumes 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.
- 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.
- Fire Department Fleet Maintenance Facility – a new facility will increase operating costs (utilities and repair/maintenance). Conversely, vehicle maintenance costs will decrease since the Department will be able to undertake more repairs in-house rather than sending the vehicle to a contractor for the work to be performed.
- Coolidge Corner Library Rear Windows – these nine large panels of glass windows in the rear of the building date from the original construction in 1970. The glass is not insulated and is loose in a number of areas. New windows are certain to help reduce energy consumption.
- LED Streetlights – the conversion of the Town's 3,600 streetlights from high-pressure sodium lamps to LED's is projected to reduce the electricity budget for streetlights by more than 50% ($180,000 / yr) once fully-implemented.
- 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.
- Devotion / 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.
- 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 FY17 – FY22 CIP as proposed by project. Commencing on page VII-29 is a project description for each project.

TOWN OF BROOKLINE CAPITAL IMPROVEMENT PROGRAM: FY2017 - FY2022

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 (FY16)	FY2017 Amount	FY2017 RC	FY2018 Amount	FY2018 RC	FY2019 Amount	FY2019 RC	FY2020 Amount	FY2020 RC	FY2021 Amount	FY2021 RC	FY2022 Amount	FY2022 RC	Future Years Amount	Future Years RC
	GENERAL GOVERNMENT																
2	Garages-Floor Sealant & Water/Oil Separators	125,000	125,000														
2	Larz Anderson Garage	125,000								125,000	A						
2	Parking Garage (Town Hall/Pierce Phase 4)	300,000		**300,000**	**A**												
6	Town Building Furniture	75,000	25,000	**25,000**	**A**											25,000	A
6	Technology Applications	1,670,000	270,000	**275,000**	**A**	175,000	A	180,000	A	185,000	A	190,000	A	195,000	A	200,000	A
6	Data Room Upgrades	200,000	200,000														
	General Government Total	2,495,000	620,000	**600,000**		175,000		180,000		310,000		190,000		195,000		225,000	
	PLANNING & COMMUNITY DEVELOPMENT																
4	Gateway East/Village Sq. Circulation Improv. - CD	250,000		**250,000**	**H**												
4	Gateway East/Village Sq. Circulation Improv. - CD	750,000		**750,000**	**H**												
4	Gateway East/Village Sq. Circulation Improv. - Other	1,250,000	750,000	**500,000**	**C**												
4	Gateway East/Village Sq. Circulation Improv. - State	4,818,000		**4,818,000**	**C**												
4	Commercial Area Improvements	425,000						125,000	A			150,000	A			150,000	A
6	Strategic Asset Plan	75,000	75,000														
6	Major Parcel Study	100,000		**100,000**	**A**												
6	Centre St. East Parking Lot / Harvard St. Study	100,000	100,000														
4	Riverway Park Pedestrian/Bike Path - Fed	-															
4	Riverway Park Pedestrian/Bike Path - State	1,770,000	1,770,000														
4	Riverway Park Pedestrian/Bike Path - CD	-															
	Planning & Community Development Total	9,538,000	2,695,000	**6,418,000**		-		125,000		-		150,000		-		150,000	
	PUBLIC SAFETY																
6	Public Safety Dispatch (CAD) System - Study	75,000	75,000														
5	Fire Apparatus Rehab	1,000,000	300,000							500,000	A	200,000	A				
5	Engine #6 Replacement	660,000						660,000	A								
5	Tower #1 Replacement	800,000		**800,000**	**B**												
2	Fire Station Renovations	2,265,000		**670,000**	**A**	580,000	A	385,000	A			630,000	A				
1	Training & Maintenance Facility	4,500,000		**4,500,000**	**B**												
	Public Safety Total	9,300,000	375,000	**5,970,000**		580,000		1,045,000		500,000		830,000		-		-	

TOWN OF BROOKLINE CAPITAL IMPROVEMENT PROGRAM: FY2017 - FY2022

CATEGORY CODES (CC):

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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 (FY16)	FY2017 Amount	RC	FY2018 Amount	RC	FY2019 Amount	RC	FY2020 Amount	RC	FY2021 Amount	RC	FY2022 Amount	RC	Future Years Amount	RC
	LIBRARY																
2	Coolidge Corner - Elev./Rear Windows /Carpet	515,000				515,000	A										
6	Library Furnishings	110,000		**110,000**	**A**												
2	Library Interior Painting / Facelift	110,000		**110,000**	**A**												
	Library Total	735,000	-	**220,000**		515,000		-		-		-		-		-	
	PUBLIC WORKS:																
	Transportation																
4	Traffic Calming / Safety Improvements	331,000	31,000			50,000	A	50,000	A	50,000	A	50,000	A	50,000	A	50,000	A
4	Bicycle Access Improvements	141,000	105,000	**36,000**	**A**												
4	Parking Meter Technology Upgrade	805,200		**161,040**	**A**	161,040				161,040	A	322,080	A				
4	Dean / Chestnut Hill Ave Signal	260,000		**260,000**	**A**												
	Public Works - Transportation Sub-Total	1,537,200	136,000	**457,040**		211,040		50,000		211,040		372,080		50,000		50,000	
	Engineering/Highway																
4	Street Rehab - Town	13,850,000	1,590,000	**1,630,000**	**A**	1,670,000	A	1,710,000	A	1,750,000	A	1,790,000	A	1,830,000	A	1,880,000	A
4	Street Rehab - State	11,522,344	1,440,293	**1,440,293**	**C**	1,440,293	C	1,440,293	C	1,440,293	C	1,440,293	C	1,440,293	C	1,440,293	C
4	Sidewalk Repair	2,594,000	297,000	**304,000**	**A**	312,000	A	320,000	A	328,000	A	336,000	A	344,000	A	353,000	A
4	LED Streetlights	220,000	220,000														
4	Parking Lot Rehab.	205,000														205,000	A
4	Winthrop Path Rehab.	65,000		**65,000**	**A**												
2	Municipal Service Ctr Renov	650,000	650,000														
	Public Works - Engineering/Highway Sub-Total	29,106,344	4,197,293	**3,439,293**		3,422,293		3,470,293		3,518,293		3,566,293		3,614,293		3,878,293	
	Water / Sewer																
4	Singletree Hill Tank Improvements	830,000		**340,000**	**G**			490,000	F								
4	Stormwater Improvements	1,500,000		**300,000**	**F**	300,000	F	300,000	F	300,000	F	300,000	F				
4	Wastewater System Improvements	6,000,000	3,000,000					3,000,000	G								
2	Netherlands Road Improvements			**190,000**	**F**												
2	Singletree Hill Gatehouse	320,000		**320,000**	**G**												
	Public Works - Water / Sewer Sub-Total	8,840,000	3,000,000	**1,150,000**		300,000		3,790,000		300,000		300,000		-		-	

TOWN OF BROOKLINE CAPITAL IMPROVEMENT PROGRAM: FY2017 - FY2022

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 (FY16)	FY2017 Amount	RC	FY2018 Amount	RC	FY2019 Amount	RC	FY2020 Amount	RC	FY2021 Amount	RC	FY2022 Amount	RC	Future Years Amount	RC
	Parks and Playgrounds																
3	Brookline Ave Playground	890,000	890,000														
3	Brookline Reservoir Park	2,340,000		**140,000**	**A**	2,200,000	B										
3	Corey Hill Park	740,000	40,000	**700,000**	**B**												
3	Cypress Playground/Athl. Field	1,760,000										140,000	A	1,620,000	B		
3	Emerson Garden Playground	830,000	60,000	**770,000**	**A**												
3	Brookline Reservoir Gatehouse Roof	250,000	250,000														
3	Br. Res. Gatehouse Carpentry, Stairs, Masonry	400,000	400,000														
3	Harry Downes Field & Playground	990,000		**80,000**	**A**			910,000	B								
3	Heath School Playground Accessibility	1,030,000														1,030,000	A
3	Kraft Family Athl. Field Turf Repl.	1,070,000								90,000	A	980,000	B				
3	Larz Anderson Park	8,400,000						2,700,000	B			2,200,000	B			3,500,000	B
3	Murphy Playground	860,000				70,000	A	790,000	B								
3	Pierce Playground	980,000	980,000														
3	Riverway Park	625,000														625,000	A
3	Robinson Playground	1,175,000								100,000	A	1,075,000	B				
3	Schick Playground	1,060,000								1,060,000	B						
3	Boylston St. Playground	1,180,000														1,180,000	A
3	Griggs Park	970,000														970,000	A
3	Soule Athletic Fields	705,000										705,000	A				
3	Parks/Playgrounds Rehab/Upgrade	2,460,000	300,000	**300,000**	**A**	305,000	A	305,000	A	310,000	A	310,000	A	315,000	A	315,000	A
3	Town/School Ground Rehab.	780,000	90,000	**90,000**	**A**	95,000	A	95,000	A	100,000	A	100,000	A	105,000	A	105,000	A
3	Tennis Courts / Basketball Courts	530,000	230,000					200,000	A							100,000	A
2	Comfort Stations	290,000		**40,000**	**A**							200,000	A			50,000	A
	Public Works - Parks and Playground Sub-Total	30,315,000	3,240,000	**2,120,000**		2,670,000		5,000,000		1,660,000		5,710,000		2,040,000		7,875,000	
	Conservation/Open Space																
3	Tree Removal&Repl/Urban Forestry Mgmt	1,860,000	225,000	**225,000**	**A**	230,000	A	230,000	A	235,000	A	235,000	A	240,000	A	240,000	A
3	Old Burial Ground	250,000														250,000	A
3	Walnut Hills Cemetery	820,000	50,000													770,000	I
	Public Works - Conser /Open Space Sub-Total	2,930,000	275,000	**225,000**		230,000		230,000		235,000		235,000		240,000		1,260,000	
	Public Works Total	72,728,544	10,848,293	**7,391,333**		6,833,333		12,540,293		5,924,333		10,183,373		5,944,293		13,063,293	
	RECREATION																
2	Swimming Pool - Showers/Pool Repointing	675,000	675,000														
2	Eliot Rec Improvements	775,000														775,000	A
3	Golf Course Improvements	1,000,000	1,000,000														
	Recreation Total	2,450,000	1,675,000	-		-		-		-		-		-		775,000	

TOWN OF BROOKLINE CAPITAL IMPROVEMENT PROGRAM: FY2017 - FY2022

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F = Utility Budget
G = Utility Bond
H = CDBG
I = Other
J = Re-Appropriation of Funds
K = Debt Exclusion Override

CC		Total	Prior Year (FY16)	FY2017		FY2018		FY2019		FY2020		FY2021		FY2022		Future Years	
				Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC
	SCHOOL																
6	Furniture Upgrades	840,000	70,000	**80,000**	A	90,000	A	100,000	A	110,000	A	120,000	A	130,000	A	140,000	A
6	School Technology	80,000	80,000														
2	Town/School ADA Renovations	620,000	70,000	**70,000**	A	75,000	A	75,000	A	80,000	A	80,000	A	85,000	A	85,000	A
2	Town/School Elevator Renov. Program	825,000	275,000	**275,000**	A	275,000	A										
2	Town/School Energy Conservation Projects	1,280,000	165,000	**170,000**	A			180,000	A	185,000	A	190,000	A	195,000	A	195,000	A
2	Town/School Energy Management System	1,225,000	185,000	**175,000**	A	50,000	A	125,000	A	125,000	A	125,000	A	190,000	A	250,000	A
2	Town/School Bldg Envelope/Fenestration Rep	26,450,000	1,550,000	**2,100,000**	B	2,100,000	B	1,200,000	B	1,000,000	B	3,500,000	B	1,200,000	A	13,800,000	A/B
2	Town/School Roof Repair/Repl. Program	20,850,000	1,200,000					3,500,000	B			1,700,000	B	250,000	A	14,200,000	A/B
2	Town/School Bldg Security / Life Safety Sys	1,065,000	195,000	**175,000**	A	80,000	A	110,000	A	50,000	A	160,000	A	170,000	A	125,000	A
2	Town/School Compactor Replacements	200,000		**50,000**	A			100,000	A							50,000	A
2	High School Addition - Town Share (non-Debt Excl)	36,237,500				1,137,500	B			35,100,000	B						
2	High School Addition - Town Share (Debt Excl)	-								TBD	K						
2	High School Addition - State Share (35%)	19,512,500				612,500	C			18,900,000	C						
2	Major K-8 Project(s)	800,000		**800,000**	A					TBD	K						
2	Driscoll School Rehabilitation	3,400,000				400,000	A	3,000,000	B								
2	Devotion Rehab. - Town Share	42,862,259	42,862,259														
2	Devotion Rehab. - Town Share - Debt Excl	49,576,000	49,576,000														
2	Devotion Rehab. - State Share	25,961,741	25,961,741														
2	Old Lincoln School Modifications	1,350,000	1,000,000	**350,000**	A												
2	Classroom Capacity	8,615,000	2,250,000	**1,038,000**	A	995,000	A	1,165,000	A	1,223,000	A	1,032,000	A	912,000	A		
	School Total	241,750,000	125,440,000	**5,283,000**		5,815,000		9,555,000		56,773,000		6,907,000		3,132,000		28,845,000	

TOWN OF BROOKLINE CAPITAL IMPROVEMENT PROGRAM: FY2017 - FY2022

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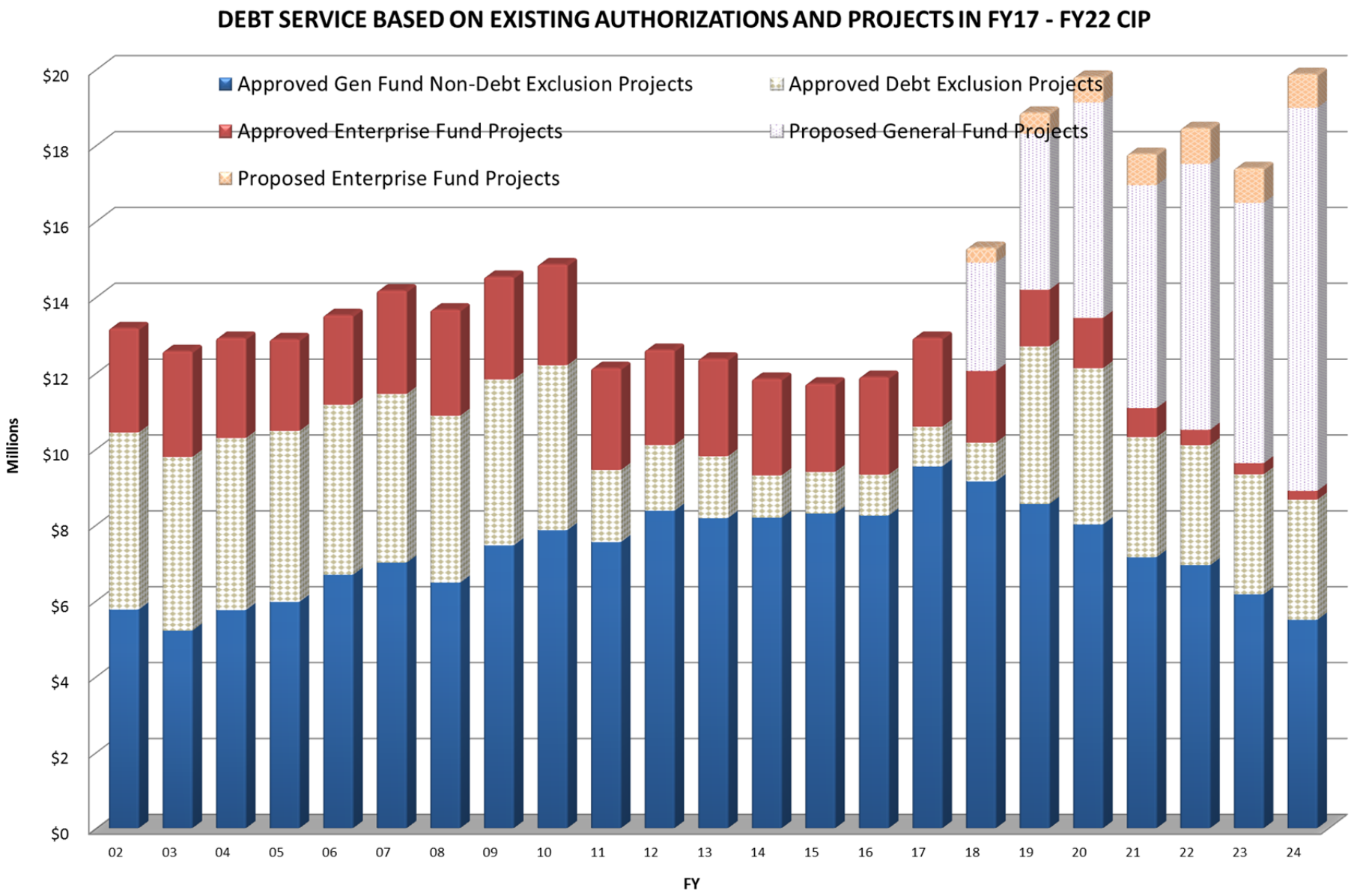
A = Property Tax/Free Cash/Overlay Surplus
B = General Fund Bond
C = State / Federal Aid
D = Golf Budget
E = Golf Bond
F = Utility Budget
G = Utility Bond
H = CDBG
I = Other
J = Re-Appropriation of Funds
K = Debt Exclusion Override

CC		Total	Prior Year (FY16)	FY2017 Amount	RC	FY2018 Amount	RC	FY2019 Amount	RC	FY2020 Amount	RC	FY2021 Amount	RC	FY2022 Amount	RC	Future Years Amount	RC
	GRAND TOTAL	**338,996,544**	**141,653,293**	**25,882,333**		**13,918,333**		**23,445,293**		**63,507,333**		**18,260,373**		**9,271,293**		**43,058,293**	
	GRAND TOTAL BY SOURCE																
	A = Property Tax / Free Cash / Overlay Surplus	65,631,200	9,083,000	**8,874,040**	**34%**	6,128,040	44%	6,115,000	26%	5,707,040	9%	7,065,080	39%	6,211,000	67%	16,448,000	38%
	B = General Fund Bond	145,864,759	47,592,259	**8,100,000**	**31%**	5,437,500	39%	12,100,000	52%	37,160,000	59%	9,455,000	52%	1,620,000	17%	24,400,000	57%
	C = State / Federal Grants	64,484,585	29,572,034	**6,758,293**	**26%**	2,052,793	15%	1,440,293	6%	20,340,293	32%	1,440,293	8%	1,440,293	16%	1,440,293	3%
	D = Golf Budget	-	-	**-**	**0%**	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
	E = Golf Bond	1,000,000	1,000,000	**-**	**0%**	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
	F = Utility Budget	2,180,000	-	**490,000**	**2%**	300,000	2%	790,000	3%	300,000	0%	300,000	2%	-	0%	-	0%
	G = Utility Bond	6,660,000	3,000,000	**660,000**	**3%**	-	0%	3,000,000	13%	-	0%	-	0%	-	0%	-	0%
	H = CDBG	1,000,000	-	**1,000,000**	**4%**	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
	I = Other	1,570,000	800,000		**0%**	-	0%	-	0%	-	0%	-	0%	-	0%	770,000	2%
	J = Re-Approp. of Existing Funds	1,030,000	1,030,000	**-**	**0%**	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
	K = Debt Exclusion Override	49,576,000	49,576,000	**-**	**0%**	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
	Grand Total	**338,996,544**	**141,653,293**	**25,882,333**		**13,918,333**		**23,445,293**		**63,507,333**		**18,260,373**		**9,271,293**		**43,058,293**	
	GRAND TOTAL BY ALLOCATION																
	General Government	2,495,000	620,000	**600,000**	**2%**	175,000	1%	180,000	1%	310,000	0%	190,000	1%	195,000	2%	225,000	1%
	Planning and Community Development	9,538,000	2,695,000	**6,418,000**	**25%**	-	0%	125,000	1%	-	0%	150,000	1%	-	0%	150,000	0%
	Public Safety	9,300,000	375,000	**5,970,000**	**23%**	580,000	4%	1,045,000	4%	500,000	1%	830,000	5%	-	0%	-	0%
	Library	735,000	-	**220,000**	**1%**	515,000	4%	-	0%	-	0%	-	0%	-	0%	-	0%
	DPW - Transportation	1,537,200	136,000	**457,040**	**2%**	211,040	2%	50,000	0%	211,040	0%	372,080	2%	50,000	1%	50,000	0%
	Engineering/Highway	29,106,344	4,197,293	**3,439,293**	**13%**	3,422,293	25%	3,470,293	15%	3,518,293	6%	3,566,293	20%	3,614,293	39%	3,878,293	9%
	Water / Sewer	8,840,000	3,000,000	**1,150,000**	**4%**	300,000	2%	3,790,000	16%	300,000	0%	300,000	2%	-	0%	-	0%
	Parks & Playgrounds	30,315,000	3,240,000	**2,120,000**	**8%**	2,670,000	19%	5,000,000	21%	1,660,000	3%	5,710,000	31%	2,040,000	22%	7,875,000	18%
	Conservation/Open Space	2,930,000	275,000	**225,000**	**1%**	230,000	2%	230,000	1%	235,000	0%	235,000	1%	240,000	3%	1,260,000	3%
	Recreation	2,450,000	1,675,000	**-**	**0%**	-	0%	-	0%	-	0%	-	0%	-	0%	775,000	2%
	Public Schools	241,750,000	125,440,000	**5,283,000**	**20%**	5,815,000	42%	9,555,000	41%	56,773,000	89%	6,907,000	38%	3,132,000	34%	28,845,000	67%
	Grand Total	**338,996,544**	**141,653,293**	**25,882,333**		**13,918,333**		**23,445,293**		**63,507,333**		**18,260,373**		**9,271,293**		**43,058,293**	
	GRAND TOTAL BY CATEGORY																
1	New Facility Construction	5,300,000	-	**5,300,000**	**20%**	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
2	Facility Renovation / Repair	247,020,000	127,390,000	**6,033,000**	**23%**	6,820,000	49%	9,840,000	42%	56,788,000	89%	7,617,000	42%	3,002,000	32%	29,530,000	69%
3	Parks / Open Space / Playgrounds	33,305,000	3,865,000	**2,305,000**	**9%**	2,900,000	21%	5,230,000	22%	1,895,000	3%	5,745,000	31%	2,280,000	25%	9,085,000	21%
4	Infrastructure	47,586,544	9,203,293	**10,854,333**	**42%**	3,933,333	28%	7,435,293	32%	4,029,333	6%	4,388,373	24%	3,664,293	40%	4,078,293	9%
5	Vehicles	2,460,000	300,000	**800,000**	**3%**	-	0%	660,000	3%	500,000	1%	200,000	1%	-	0%	-	0%
6	Miscellaneous	3,325,000	895,000	**590,000**	**2%**	265,000	2%	280,000	1%	295,000	0%	310,000	2%	325,000	4%	365,000	1%
	Grand Total	**338,996,544**	**141,653,293**	**25,882,333**		**13,918,333**		**23,445,293**		**63,507,333**		**18,260,373**		**9,271,293**		**43,058,293**	
	6-Year Total	**154,284,958**															


DEBT SERVICE BASED ON EXISTING AUTHORIZATIONS AND PROJECTS IN FY17 - FY22 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
$0
$2
$4
$6
$8
$10
$12
$14
$16
$18
$20
02
03
04
05
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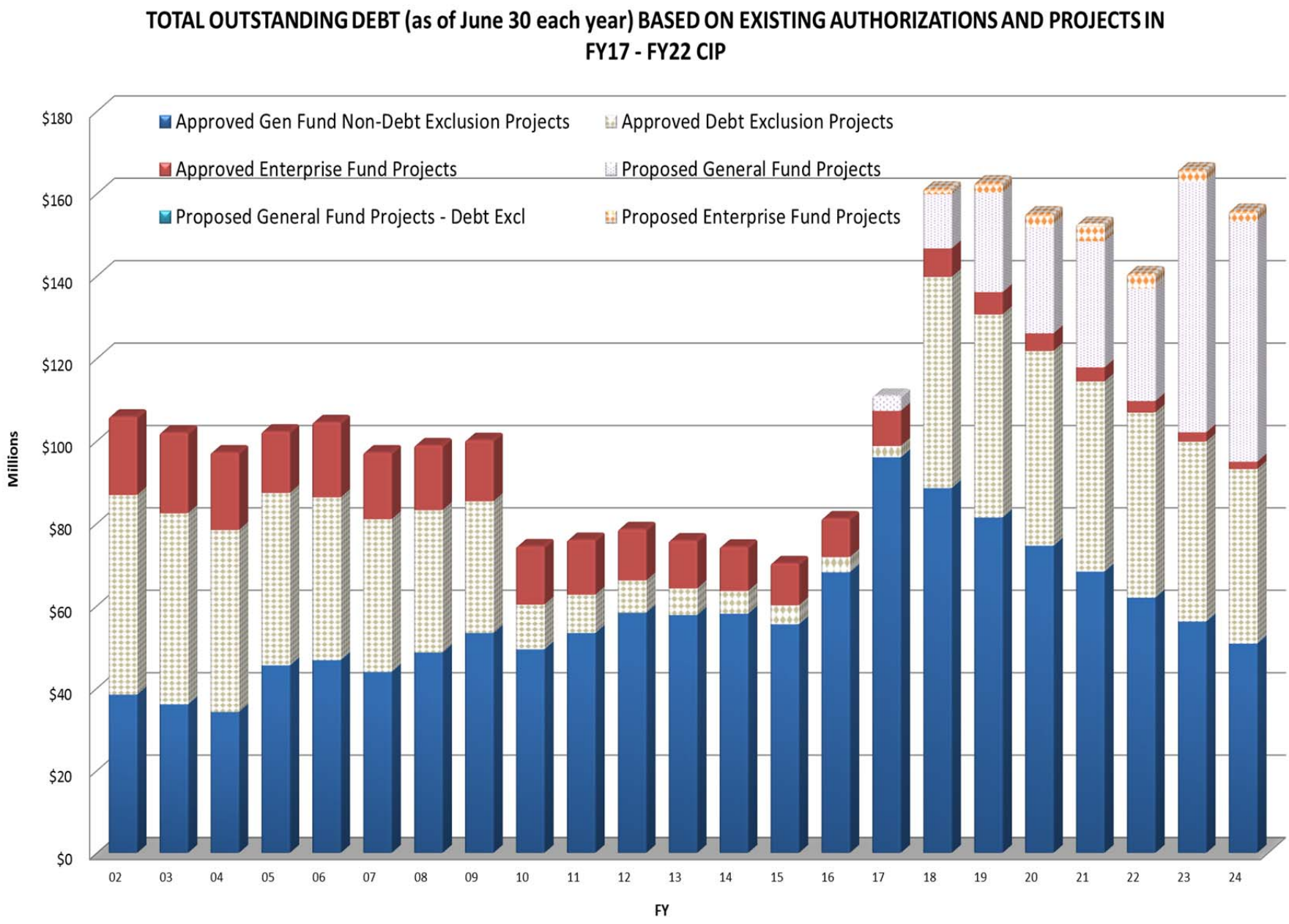
TOTAL OUTSTANDING DEBT (as of June 30 each year) BASED ON EXISTING AUTHORIZATIONS AND PROJECTS IN FY17 - FY22 CIP
Approved Gen Fund Non-Debt Exclusion Projects
Approved Debt Exclusion Projects
Approved Enterprise Fund Projects
Proposed General Fund Projects
Proposed General Fund Projects - Debt Excl
Proposed Enterprise Fund Projects
Millions
$0
$20
$40
$60
$80
$100
$120
$140
$160
$180
02
03
04
05
06
07
08
09
10
11
12
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FY

FY 2017-2022 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 - FLOOR SEALANT & WATER/OIL SEPARATORS

In order to maintain the integrity of the concrete floors in garages, proper maintenance is required, including removing and refinishing the seal coat on those floors. The floors can deteriorate over time due to chemicals, normal wear and tear, cracks and unforeseen conditions. This project would remove and clean the surface of those floors, make any concrete patches, and provide a seal coat to maintain the floor, which should last for 5 - 10 years. All new garages should have water/oil separators. This program would add to or modify existing systems and add new systems, thereby allowing the Town to meet the environmental needs of the DEP and EPA.

Estimated Cost: $125,000

Time Schedule: Prior Year -- $125,000 Property Tax / Free Cash

2. 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: $125,000

Time Schedule: FY 2020 -- $125,000 Property Tax / Free Cash

3. GARAGE REPAIRS / TOWN HALL/PIERCE SCHOOL PHASE 4

With Phases 1-3 now complete, a few remaining miscellaneous items are left to repair. These include a leak in the Pierce Garage from the area outside the Main Office of Pierce, the overhang/balcony area above the Pierce Driveway which is leaking and needs masonry work, the Town Hall lower garage needs to have the drain pipes that go through it from above re-piped to area that have drains, a main drain in

the Town Hall Garage that comes from the Pierce above needs to be re-piped as it is broken and there is a drainage issue behind the Main Library that goes into the driveway and ultimately water drain into the Town Hall Garage.

Estimated Cost: $300,000

Time Schedule: FY 2017 -- $300,000 Property Tax / Free Cash

4. TOWN BUILDING FURNITURE

This item allows for the replacement of aging furniture at Town Hall and other non-school buildings.

Estimated Cost: $100,000

Time Schedule:

Prior Year -- $25,000	Property Tax / Free Cash
FY 2017 -- $25,000	Property Tax / Free Cash
Future Years -- $25,000	Property Tax / Free Cash

5. 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: $1,670,000

Time Schedule:

Prior Year -- $270,000	Property Tax / Free Cash
FY 2017 -- $275,000	Property Tax / Free Cash
FY 2018 -- $175,000	Property Tax / Free Cash
FY 2019 -- $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
Future Years -- $200,000	Property Tax / Free Cash

6. DATA ROOM UPGRADES

The Town's utilization of technology to operate, educate and communicate will continue to increase and, subsequently, the need for guaranteed stability and reliability in the information technology infrastructure will be of paramount importance. The current operation relies upon four primary data centers in which over $1,000,000 of IT equipment is located. In order to maintain efficient and consistent operation of this critical infrastructure, investment in adequate power and cooling is essential for 7 day per week/24 hour per day availability. This project requests the necessary monies to ensure proper power and cooling capabilities as outlined by an outside consultant and jointly agreed upon by the Building and IT departments.

Estimated Cost: $200,000

Time Schedule: Prior Year -- $200,000 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, enhanced bicycle accommodation via protected bicycle lanes as well as lighting and landscaping improvements will be made in the area, improving the overall safety and aesthetics of this portion of Route 9 and Brookline Village. Funding for the project is assumed to come from multiple sources:

Funding for the project is assumed to come from multiple sources:

1. Transportation Improvement Program (TIP) – this State-managed program is assumed to grant $4,818,000 in Federal Fiscal Year 2017 toward a $5,818,000 construction project, leaving a deficit of $1,000,000 (to be filled by Children's $750,000 and $250,000 in CDBG funds—as follows)

2. $750,000 as part of the 1% of off-site improvements related to the re-development of 2 Brookline Place site by Children's Hospital (construction or right-of-way acquisition)

3. $250,000 in FY 17 CDBG (construction)

4. $500,000 SAFETEALU earmark (construction)

5. $750,000 Section 108 Loan (right-of-way acquisition) - It should be noted that the Town previously sought and received Town Meeting authorization to utilize a Section 108 loan, which is a tool that can be used to undertake CDBG-eligible activities when a lump sum is needed to move a project forward. The Town may once again seek authorization from Town Meeting to secure a Section 108 loan as a funding source to pay for the acquisition of needed permanent and temporary right-of-way to accommodate the Gateway Est project. Under a Section 108 loan, a community borrows against its future CDBG funds. Like a conventional loan, the Section 108 loan would have an amortization term, but instead of making payments, the Town's loan is paid back once per year off the top of its CDBG entitlement. The loan must be backed by the Town's full faith and credit.

Please note that the right-of-way acquisition costs are preliminary estimates. Under State statute, the Town may not discuss acquisition costs with property owners until we have an approved 25% design. Similarly, construction estimates are being revised since the project has been modified.

Estimated Cost: $7,068,000

Time Schedule:		
	Prior Year -- $750,000	Other (1% Off-Site Improvements--2 Brookline Place)
	FY 2017 -- $4,818,000	Federal Grant (via State TIP)
	FY 2017 -- $250,000	Federal Grant (CDBG)
	FY 2017 -- $500,000	Other SAFETEALU earmark (construction)
	FY 2017 -- $750,000	Federal Grant (CDBG) Section 108 Loan

8. COMMERCIAL AREAS IMPROVEMENTS

This annual appropriation is intended to fund projects detailed in the Economic Development Division's Strategic Plan, which serves as the framework for the selection and management of Commercial Area Improvements and is updated periodically by the Economic Development Advisory Board (EDAB). Maintaining healthy, local commercial areas affects the quality of life and adds much needed support to the Town's tax base. Investment toward easy to use and attractive streets, pedestrian amenities, and other civic spaces makes our commercial areas more enjoyable to live, shop, dine, and work.

Estimated Cost: $425,000

Time Schedule:

FY 2019 -- $125,000	Property Tax / Free Cash
FY 2021 -- $150,000	Property Tax / Free Cash
Future Years -- $150,000	Property Tax / Free Cash

9. STRATEGIC ASSET PLAN

The Town intends to hire a consultant to develop a Strategic Asset Plan to focus on public facilities in order to:

1.) consolidate all information relative to real property owned by the Town;
2.) determine and address any gaps in that information;
3.) identify current and projected needs for municipal facilities and services;
4.) develop strategies to respond to those needs be it new or expanded municipal buildings, active or passive open space, multiple municipal-use facilities, infrastructure, land banking, etc.; and
5.) identify any parcels that may be appropriate for redevelopment opportunities.

The Town is well on its way to developing a Strategic Asset Plan; in fact, the CIP itself is testament to the Town's commitment to taking a comprehensive and long-term approach to protecting the Town's assets. Ultimately, the Plan would go beyond the five-year CIP model and be incorporated into the Comprehensive Plan, consistent with MGL Chapter 81D, and inform the "Planning Analysis of Large Properties" study in terms of municipally-owned properties.

Estimated Cost: $75,000

Time Schedule: Prior Year -- $75,000 Property Tax / Free Cash

10. MAJOR PARCEL STUDY

The town is essentially – but certainly not completely – built-up. Simultaneously, as a highly desirable community in which to live and invest, Brookline is subject to intense residential development pressure. The Town needs to be concerned that major privately-owned parcels, most of which are currently in institutional and/or non-profit use, may eventually succumb to that pressure and be developed. Most of these parcels are zoned for one-acre single-family housing essentially as-of-right or under Definitive or Approval Not Required Subdivision. Development of these parcels could dramatically reduce the amount of green space as well as potentially have significant effects on our facilities, thereby generating major fiscal impacts. Single-family homes on one acre lots may or may not be the best use for the property. Starting with the vision articulated in our Comprehensive Plan, combined with long-term needs identified in our Strategic Asset Plan, we, as a town, need to think about what we want to see on those privately-owned parcels. While the preponderance of the study will focus on privately-held property, it will also address any municipally- owned property that the Strategic Asset Plan may have identified as underutilized or unneeded.

There should not be any preconceived notions about the best reuse options for any of the sites, be it housing in any number of configurations (single-family, senior housing, affordable housing, multi-family, etc.), green space, mixed use or commercial use. Consulting services are necessary to take a comprehensive approach to identifying the optimum use for each of these properties and how

best to encourage those uses. This requires extensive work with both the property owners and the public to determine what is both desirable and achievable and then to balance those needs.

Estimated Cost: $100,000

Time Schedule:

FY 2017 -- $100,000 Property Tax / Free Cash

11. CENTRE ST. EAST PARKING LOT / HARVARD ST. STUDY

The Centre Street East parking lot needs significant renovations in terms of curbing, pavement, and associated improvements, which are already programmed in the CIP. The commitment to address these needs provides an 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. Based on a preliminary Reconfiguration Study of the parking lot conducted in early 2014, the Town intends to hire a consultant to further develop conceptual plans, including a cost estimate and potential parking revenue designed to:

1.) improve pedestrian and/or bicycle accommodations and expand usable public spaces on Harvard Street between Beacon and Stedman Streets;
2.) create a public plaza space within the Centre Street East parking lot that could accommodate events such as the Farmers' Market;
3.) include a low (1-3 level) decked parking structure to replace any parking spaces lost as a result of the above;
4.) effect the necessary improvements proposed by DPW; and
5.) include a feasibility analysis to incorporate solar infrastructure into the parking facility. Ideally, the deck could accommodate temporary school employee parking when the Devotion School is under construction (Spring 2018).

Estimated Cost: $100,000

Time Schedule: Prior Year -- $100,000 Property Tax / Free Cash

12. RIVERWAY PARK PEDESTRIAN / BICYCLE PATH IMPROVEMENTS

The focus of this project is to establish a safe and efficient bicycle and pedestrian crossing of Washington Street (Route 9), connecting Olmsted Park to the south of Route 9 with Riverway Park to the north. Currently Route 9 poses a hazardous barrier to pedestrians and bicyclists approaching from park pathways. With no safe and delineated at-grade crossing, it is a critical disjuncture along a well-traveled and regional park pathway. Physical failings identified at this unsafe location include: the lack of a defined crosswalk; deficient ADA

compliant sidewalk access; insufficient storage and refuge areas; no designated signing; and the absence of any measures to control conflicts between vehicular traffic and bicyclist and pedestrian movements along an established park pathway. Pathway inadequacies extend to facilities adjacent the immediate hazards at the Route 9 crossing, further impeding bicycle and pedestrian connectivity along this principal Emerald Necklace Park route.

The Selectmen-appointed Emerald Necklace Bicycle/Pedestrian Crossing Committee came to consensus on a preferred crossing alternative for a signalized crossing at Olmsted Park and River Road at Route 9. The project will commence construction Spring 2016 and will increase the connection between the Emerald Necklace Parks included in the project area, improve the ability of pedestrians and bicycles to cross Washington Street swiftly and safety, reduce confusion and improve overall circulation of all modes and support/integrate successfully with the Gateway East/Village Square proposed improvements.

The Gateway East Public Realm design process is still underway and once design plans are complete, the project will access funds from a federal transportation bill earmark (estimated at $500,000) for construction efforts that improve bicycle and pedestrian connectivity through this area and to the Emerald Necklace pathway system.

Estimated Cost: $1,700,000

Time Schedule:

FY 2016 -- $1,700,000 State-Grant

PUBLIC SAFETY

13. PUBLIC SAFETY DISPATCH (CAD) STUDY

The current Computer Aided Dispatch (CAD) system, which was procured as part of the renovation of the Public Safety Headquarters facility, is now 10 years old and is in need of either a significant upgrade or replacement. While upgrades and additional modules have been installed over the years, the time is right to take a comprehensive look at the system and determine whether it meets the current and future needs of the Police and Fire Departments. This funding would be used to hire a consultant with expertise in integrated public safety dispatch systems.

Estimated Cost: $75,000

Time Schedule: Prior Year -- $75,000 Property Tax / Free Cash

14. 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:

Engine #1 = $220,000(FY16)	Reserve Engine #5 = $80,000(FY16)
Quint #4 = $500,000 (FY20)	Reserve Ladder #12 = $200,000 (FY21)

By rehabbing Reserve Engine #5, the Town will have two reserve fire engines that have been rehabbed and in good working order. Additionally, with the replacement of Ladder# 2 in FY15, the Department's compliment of spare apparatus will be sufficient (once replaced, Ladder #2 will become a spare).

Quint 4 was purchased in 2010. In keeping with the Town's policy of refurbishing fire engines at 10 years the quint will need to be refurbished in 2010. 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.

Ladder #12 (formerly Ladder #2), which serves as the Department's spare ladder, is a 1995 Pierce that was rehabbed in 2008. In FY21, the Department's front-line ladder trucks should be in excellent condition is the current replacement plan is adhered to. However, Ladder #12 will be quite old and in need of replacement or rehab. It is thought that the newer front-line ladders will relieve much of the burden on the spare ladder, but not completely eliminate it. Ladder #12 will be assured several more years of use if $200,000 of rehab work is put into the vehicle.

Estimated Cost: $1,000,000

Time Schedule: Prior Year -- $300,000

FY 2020 -- $500,000	Property Tax / Free Cash
FY 2021 -- $200,000	Property Tax / Free Cash

15. ENGINE #6 REPLACEMENT

Keeping with the current policy of engine replacement at 17 years, Engine #6 will need to be replaced in FY19. The estimated cost for replacement is $660,000.

Estimated Cost: $660,000

Time Schedule:

FY 2019 -- $660,000 Property Tax / Free Cash

16. TOWER #1 REPLACEMENT

Tower 1 was purchased in 2006 and would have been 12 years old in 2018, the point at which the Town policy requires refurbishment of Ladder trucks. Refurbishment is estimated at $500,000.00. However, Tower 1 has not served us well both operationally and mechanically. The Department has had to repair this vehicle several times and it has not been a reliable piece of equipment. Its size makes operating in the Coolidge Corner area difficult and its unusual design and complicated operation are problematic. The Fire Chief was able to trade in the current truck on a future replacement purchase which will reduce the replacement cost to $800,000.

Our goal is to purchase a more traditionally designed Ladder truck. In fact, the current plan is to order a basic twin to the recently built Ladder 2 bringing consistency to the apparatus, their use, operation and maintenance. History has shown us a traditional Ladder truck will serve us for 20 years.

Estimated Cost: $800,000

Time Schedule:

FY 2018 -- $800,000 General Fund Bond

17. 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.

The estimates for remaining work at each station are as follows:

Sta 6 (Hammond St)	$ 670,000 (FY17)
Sta 7 (Washington Sq)	$ 580,000 (FY18)
Sta 4 (Rt. 9/Reservoir Rd)	$ 385,000 (FY19)
Sta 5 (Babcock St)	$ 350,000 (FY21)
Sta 1 (Brookline Village)	$ 280,000 (FY21)
TOTAL	$2,265,000

Estimated Cost: $2,265,000

Time Schedule:

FY 2017 -- $670,000	Property Tax / Free Cash
FY 2017 -- $580,000	Property Tax / Free Cash
FY 2019 -- $385,000	Property Tax / Free Cash
FY 2021 -- $630,000	Property Tax / Free Cash

18. FIRE DEPARTMENT FLEET MAINTENANCE AND TRAINING BUILDING

The current maintenance facility is located in Station #1. The service area (shop) is on the first floor with storage and office space located in the basement. At this time the service elevator, used to transport supplies to the basement for storage, has been condemned. Because of that, there are tires weighing several hundred pounds virtually inaccessible in the basement. The actual shop area is above the basement area. Currently, the shop floor requires replacement and/or reinforcement if work in the area is to continue. Additionally, the shop is not large enough to allow access to many of the Department's vehicles, leaving the mechanics no choice but to do repairs out in the street, the drill yard, or, on occasion, inside another fire station. This is obviously unsafe when on the street and inefficient when working in locations away from the shop and all its tools and equipment. The limited size of the shop and its inability to house the apparatus leaves the Department looking to costly outside repair vendors more often than would be necessary if the Department had an adequate facility.

The Department's training facility is located at Station #6. A modernized training facility would have a classroom with the technology necessary for the delivery of essential training. The Station would also be upgraded with a new Self Contained Breathing Apparatus (SCAB) filling station, to be utilized not only for the filling of air depleted while training, but also for air used during the course of regular firefighting activities. This would eliminate the need for Engine #6 to travel outside their first due response area in order to fill cylinders. The Training Division would acquire appropriate and sufficient equipment to aid in the administration of hands-on training programs without depleting the equipment from front-line companies. This will leave companies fully complimented and better able to return to

service and respond to emergencies while at the Training Facility. Lastly, a new drill yard would contain a modern, fully NFPA-compliant, live-fire training building. The existing tower, which is in poor condition, will be removed.

The ideal conclusion of this project would be twofold: (1) the creation of an apparatus maintenance facility that meets the needs of the Brookline Fire Department and provides a safe working environment for the employees and (2) the revamping of the current training site into a safe, modern, and up-to-date facility. The $40,000 in FY15 funded a feasibility study. In FY17, $4.5 million is included for design and construction.

Estimated Cost: $4,500,000

Time Schedule:

FY 2017 -- $4,500,000 General Fund Bond

LIBRARY

19. COOLIDGE CORNER LIBRARY - ELEVATOR (ADA)/ REAR WINDOWS/CARPETING

The Coolidge Corner Library is presently only fully accessible at the front main entrance. On the lower level in the rear is a meeting room and toilets, and this room is not handicap accessible from the upper level; the only access is through a rear door. In order to make the library fully accessible, an elevator is proposed for installation at the rear of the library, which would allow access directly below. The proposed plan is to build a structure to house a permanent lift outside, which is estimated to cost $245,000. By installing the lift on the exterior of the existing building, the library can remain open during the construction and the library will avoid having to discard a significant number of books due to the loss of space caused by the new equipment and resulting ADA code restrictions.

There are nine large panels of glass windows in the rear of the building dating from the original construction in 1970. The glass is not insulated and is loose in a number of areas. All the glass would be replaced with operable windows that can be locked for security purposes. $155,000 is included for plans and specs ($15,000) and the windows ($140,000).

The majority of the carpet was installed in 1997 and is now more than 15 years old. This project will replace approx. 15,000 sq. feet of carpet at an estimated cost of $100,000.

Estimated Cost: $515,000

Time Schedule:

FY 2018 -- $515,000 Property Tax / Free Cash

20. LIBRARY FURNISHINGS

This request of $110,000 will be used to replace furnishings and equipment at all three libraries. The furnishings at the Main Library will be 15 years old in 2018. While the tables are expected to last 25 years or more, most of the wood and all of the upholstered chairs will have to be replaced.

Estimated Cost: $110,000

Time Schedule:

FY 2017 -- $110,000 Property Tax / Free Cash

21. LIBRARY INTERIOR FACELIFT/PAINTING AND REPAIRS

This project will allow for repairs to the heavy traffic areas of all three libraries. It will provide for the painting of the interior of the libraries every 6-7 years; the replacement of carpeting and other flooring and ceiling tiles, as needed; and the ability to make minor electrical repairs and lighting upgrades. Each library would be done in sections to avoid having to close each facility.

Estimated Cost: $110,000

Time Schedule:

FY 2017 -- $110,000 Property Tax / Free Cash

TRANSPORTATION

22. TRAFFIC CALMING / SAFETY IMPROVEMENTS

This funding will be used to implement approved traffic calming measures, which are those that have been reviewed, analyzed, and designed by the Transportation Division using the Traffic Calming Policy as a guide.

Estimated Cost: $331,000

Time Schedule:	Prior Year -- $31,000	Property Tax / Free Cash
	FY 2018 -- $50,000	Property Tax / Free Cash
	FY 2019 -- $50,000	Property Tax / Free Cash
	FY 2020 -- $50,000	Property Tax / Free Cash
	FY 2021 -- $50,000	Property Tax / Free Cash
	FY 2022 -- $50,000	Property Tax / Free Cash
	Future Years -- $50,000	Property Tax / Free Cash

23. BICYCLE ACCESS IMPROVEMENTS

The $36,000 requested for FY17 would fund the following:

1. Beacon Street (Marion Street to Westbourne Terrace) westbound street grade. There will be a protected bicycle lane which will include pavement markings, signage, and related traffic signal equipment upgrades. The project will provide safe and appropriate on-street pavement marking treatments to connect the regional bicycle route as outlined in the Green Routes Master Network Bicycle Plan adopted by the Transportation Board.
2. Bicycle Corral including bicycle rack, delineator posts, and protective curbing to maximize and promote bicycle parking in the commercial district (this will be removed in the winter months).
3. Bicycle Racks for Commercial Districts and Other High Use destination points throughout the Town including schools, parks, and playgrounds.

Estimated Cost: $141,000

Time Schedule:	Prior Year -- $105,000	Property Tax / Free Cash
	FY 2017 -- $36,000	Property Tax / Free Cash

24. 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.

The impact on DPW's operating budget for data storage and credit card service charges is quite significant, so while Capital funding is provided in FY2017 for the mechanisms, the recommendation is for implementation over a three-year period. This will give the Town time to evaluate the impact of an anticipated pay-by-cell program and whether or not full implementation is needed given the convenience pay-by-cell technology provides.

Estimated Cost:	$805,200	
Time Schedule:	FY 2017 -- $161,040	Property Tax / Free Cash
	FY 2018 -- $161,040	Property Tax / Free Cash
	FY 2020-- $161,040	Property Tax / Free Cash
	FY 2021 -- $322,080	Property Tax / Free Cash

25. DEAN ROAD/CHESTNUT HILL AVE TRAFFIC SIGNAL UPGRADE

The traffic signal at the intersection of Dean Road and Chestnut Hill Avenue is the last of the older electronic traffic signals that needs to be upgraded. $35,000 is for design while the $225,000 is for the signal upgrades.

Estimated Cost:	$260,000	
Time Schedule:	FY 2017 -- $260,000	Property Tax / Free Cash

ENGINEERING/HIGHWAY

26. 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 FY17, the appropriation is recommended at $1.63 million (the original $1 million base plus the $300,000 added in FY09 increased annually by 2.5%).

Estimated Cost:	$13,850,000	
Time Schedule:	Prior Year -- $1,590,000	
	FY 2017 -- $1,630,000	Property Tax / Free Cash
	FY 2018 -- $1,670,000	Property Tax / Free Cash
	FY 2019 -- $1,710,000	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
	Future Years -- $1,880,000	Property Tax / Free Cash

27. 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:	$11,522,344	
Time Schedule:	Prior Year -- $1,440,293	
	FY 2017 -- $1,440,293	State Grant
	FY 2018 -- $1,440,293	State Grant
	FY 2019 -- $1,440,293	State Grant
	FY 2020 -- $1,440,293	State Grant
	FY 2021 -- $1,440,293	State Grant
	FY 2022 -- $1,440,293	State Grant

Future Years -- $1,440,293 State Grant

28. 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 FY17, the appropriation is recommended at $304,000 (the original $200,000 base plus the $50,000 added in FY09 increased annually by 2.5%).

Estimated Cost: $2,594,000

Time Schedule:

Prior Year -- $297,000	
FY 2017 -- $304,000	Property Tax / Free Cash
FY 2018 -- $312,000	Property Tax / Free Cash
FY 2019 -- $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
Future Years -- $353,000	Property Tax / Free Cash

29. LED STREETLIGHT REPLACEMENT PROGRAM

The Town owns and maintains approximately 3,500 streetlights that were purchased from NStar in 2001. The majority of the lights use the "cobra head" style fixture with high-pressure sodium lamps ranging from 100 watts to 400 watts. The annual energy cost budgeted for unmetered streetlights totals approximately $365,000. DPW implemented two pilot programs that replaced 104 high-pressure sodium lamps with more efficient LED lamps ranging from 55 to 75 watts to determine both the acceptability by the public and the reduction of energy usage. In addition to the benefits of reduced energy use and a cleaner, more directed light (less light pollution); industry standards are that the bulb life of the sodium lamps (six years) can be stretched to 20 years for the LED's. This technology is no longer considered cutting edge and a number of communities in Massachusetts are striving to make this the new standard for their lighting systems and it appears as though the price has plateaued.

This project replaces the high-pressure lamps with LED's over a four-year period. Based on industry standards and the composition of the 3,500 fixtures the Town plans to purchase, each LED will save approximately $50 per year in energy costs. That equates to approx. $180,000 in savings in the utility budget per year. The total cost of the project is $1.1 million, resulting in a 6- to 7-year payback period. With the life expectancy of LED's at 20 years, that means after paying off the purchase cost in the first 6-7 years, each of the next 13-14 years results in annual savings of approx. $180,000, or $2.3 million over that period. A rebate program from NStar is available and it is expected that the Town will receive approx. $335,000, reducing the Town's overall outlay. In FY14, $540,000 was approved, followed by $515,000 in FY15. $220,000 in FY16 will complete the purchase and installation of the LED's.

Estimated Cost: $220,000

Time Schedule: Prior Year -- $220,000 Property Tax / Free Cash

30. 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. The Center St. East Parking Lot / Harvard St. Study calls for the expenditure of $100,000 to hire a consultant to further develop conceptual plans prepared as part of a preliminary Reconfiguration Study conducted in 2014. 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. Once this study is complete, there will be a better understanding of the opportunities and costs. 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

31. WINTHROP PATH REHABILITATION

Winthrop Path is a 380 ft. pedestrian foot path that runs from Washington Street to Winthrop Road. The path was constructed in 1933 and had major reconstruction in 1965. In the 50 years since then the path has received only minor maintenance. There are many steps which have deteriorated to the point where they are not safe to travel. The Highway Division has done the best they can in trying to keep the steps passable. DPW will try to keep the path open but may have to close path if the temporary/preventive maintenance falls behind.

Estimated Cost: $65,000

Time Schedule: FY 2017 -- $65,000 Property Tax / Free Cash

32. MUNICIPAL SERVICE CENTER RENOVATIONS

An engineering study determined that the underlying cause of the deterioration of the Municipal Service Center (MSC) floor was the marginal sizing of the structural systems supporting the floor, causing the slab to move under heavy equipment loading. In FY14, $2.5 million was authorized to address this issue. The plan is to reconfigure the upper floor space to remove heavy equipment traffic and storage from the structural floor to significantly reduce the loading on the floor and relocate the existing shop space on the non-structural slab to provide additional space for heavy equipment storage. The floor could then be repaired permanently without the fear of future

damage occurring due to slab movement. Unfortunately, current cost estimates point to the $2.5 million as being insufficient. An additional $400,000 is being requested in order to move this important project forward.

Estimated Cost: $650,000

Time Schedule: Prior Year -- $650,000 Property Tax / Free Cash

WATER/SEWER

33. 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 exterior surface in FY17 and the interior surface in FY19.

Estimated Cost: $830,000

Time Schedule: FY 2017 -- $340,000 Water & Sewer Enterprise Fund Bond
FY 2019 -- $490,000 Water & Sewer Enterprise Fund Bond

34. 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: $1,500,000

Time Schedule:	FY 2017 -- $300,000	Water & Sewer Enterprise Fund Budget
	FY 2018 -- $300,000	Water & Sewer Enterprise Fund Budget
	FY 2019 -- $300,000	Water & Sewer Enterprise Fund Budget
	FY 2020 -- $300,000	Water & Sewer Enterprise Fund Budget
	FY 2021 -- $300,000	Water & Sewer Enterprise Fund Budget

35. 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: $6,000,000

Time Schedule:	Prior Year -- $3,000,000	Water & Sewer Enterprise Fund Bond
	FY 2019 -- $3,000,000	Water & Sewer Enterprise Fund Bond

36. 44 NETHERLANDS ROAD - IMPROVEMENTS

Project includes replacement of existing skylights, which are leaking; repair of existing concrete floor, which is de-laminating and replacement of two fuel pumps/dispensers, which are currently corroded.

Estimated Cost: $190,000

Time Schedule:	FY 2017 -- $190,000	Water & Sewer Enterprise Fund Budget

37. SINGLETREE STORAGE TANK GATEHOUSE

The Singletree Gate House, which houses the instrumentation and utilities for the Singletree Storage Tank is in desperate need of upgrades. Plastic is covering internal components due to a leaking roof, the electrical panel contains "screw in" type fuses and instrumentation must be upgraded, among other necessary improvements.

Tighe & Bond, a local full service engineering firm, from Westwood, Ma, preformed an evaluation of the Singletree Storage Tank Gatehouse to determine structural, architectural, electrical, HVAC and SCADA (instrumentation) improvement needs.

Estimated Cost: $320,000

Time Schedule: FY 2017 -- $320,000 Water & Sewer Enterprise Fund Bond

PARKS/PLAYGROUNDS

38. BROOKLINE AVENUE PLAYGROUND

Brookline Avenue Playground is a four-acre park located in North Brookline. The playground equipment located behind the Lynch Center serves the neighborhood, the community overall and the Brookline Early Education Program (BEEP). The play area was last renovated in 1994 and is in need of complete replacement including new play equipment, safety surfacing and accessibility improvements. This project also includes resting and refurbishing the athletic field that serves soccer, football, youth baseball, and softball. Funding in FY16 construction project is for $890,000.

Estimated Cost: $890,000

Time Schedule: Prior Year -- $890,000 Property Tax / Free Cash

39. BROOKLINE RESERVOIR PARK

Brookline Reservoir Park is a multigenerational community park and water body located along Route 9 between Lee and Warren Streets in the middle of town. Both the reservoir and the gatehouse are listed not only on the state and national register of historic places, but have the unique distinction of being designated as a National Historic Landmark. The Reservoir is a man-made body of water approximately one mile in circumference with a walking/jogging stone dust track that circles the reservoir. The crest of the embankment is planted with Kwanzan cherry trees, open lawn areas abut the Dudley Road side of the park and significant tree planting surround the

perimeter of the park. Brookline Reservoir Park is a well-used recreational resource for walking, running and fishing, but also a destination for quiet enjoyment and socializing such as sitting, reading and picnicking.

The Brookline Reservoir, a man-made reservoir constructed in 1848 by the City of Boston to meet the increasing drinking water demands of the growing metropolis, is classified as a dam and regulated under the Department of Conservation and Recreation, Office of Dam Safety (ODS). Unlike most dams, the Brookline Reservoir was not constructed on an existing river to create an impoundment. The horseshoe shaped Brookline Reservoir Dam is approximately 1400 feet long and makes up the southeast, east and a portion of the north perimeter of the Brookline Reservoir. The tallest section of the dam is in the immediate vicinity of the reservoir's granite gatehouse at the corner of Warren Street and Boylston Street (Route 9). Because the dam crest is level with the rest of the perimeter walkway, and because of the gradual surrounding grade changes, the dam is not noticeable to the average visitor walking around the reservoir.

ODS notified the Town that it needed to complete a Phase 1 inspection report, hydrologic and hydraulic study and Emergency Action Plan. The Town has completed the required studies and reports, however in the most recent inspection, the dam was found to be deficient due to the presence of trees and brush growing on the downstream slope, along the downstream edge of the crest, on the abutments and within 20 feet of the embankment. The Town has submitted a phased Tree Management Plan for review and approval by the Commonwealth. The concept plan, as it relates to the dam and facility compliance, will be reviewed with the Commonwealth prior to construction.

The interior stone basin/revetment of the Reservoir is in need of vegetation removal and grouting/mortar replacement. The retaining walls are in need of repointing and the stone steps need to be reset. All access points will be rebuilt for accessibility accommodations and the stonedust path will be repaired, for both accessibility and safety. In addition to repairing the stone basin, the design review process and restoration project will include consideration of plantings, park furniture, and screening from Route 9, comfort station and pathway/access/entry/overlook points. Compliance with the Office of Dam Safety will be reviewed and tree removals and embankment stabilization completed as part of the construction.

Funding for the project is estimated to total $2.34 million, with $140,000 in FY17 for design and $2.2 million in FY18 for construction.

Estimated Cost:	$2,340,000	
Time Schedule:	FY 2017 -- $140,000	Property Tax / Free Cash (Design)
	FY 2018 -- $2,200,000	General Fund Bond (Construction)

40. COREY HILL PARK

Corey Hill Park is located at the crest of Summit Avenue. The southern parcel contains an active play equipment area and lawn and the northern parcel contains an attractive overlook of Boston, trees over lawn and an open grassed slope, sundial, and seating. The playground, last renovated in 1989, is in need of complete replacement including site regrading and accessibility improvements. This project will replace all play structures at the site and review the layout and design of the active playground portion of the park. Renovations will improve safety, accessibility and multi-generational accommodations. Masonry work, benches, walkways, planting, and other site amenities will be included with this renovation. Funding for the project is estimated to total $740,000, with $40,000 in FY16 for design and $700,000 in FY17 for construction.

Estimated Cost: $740,000

Time Schedule:	Prior Year -- $40,000	Property Tax / Free Cash (Design)
	FY 2017 -- $700,000	General Fund Bond (Construction)

41. 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 for all sports. 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, updated water play, pathways, drainage improvement, new basketball court, updated picnic area and seating, plantings, new irrigation, updated lighting infield and athletic field renovation. The $1.67 million is comprised of $140,000 for design and $1.62 million for construction.

Estimated Cost: $1,760,000

Time Schedule:	FY 2021 -- $140,000	Property Tax / Free Cash (Design)
	FY 2022 -- $1,620,000	General Fund Bond (Construction)

42. EMERSON GARDEN PLAYGROUND

Emerson Garden is a park located along Davis Avenue and Emerson Street with a perimeter walking path, seating, water play, picnic area, playground and lawn area. The play equipment for tots and older children, last renovated in 1995, is in need of total replacement, all safety surfacing will be replaced, the lawn will be refurbished and accessibility improvements included. The playground review will include consideration of picnic/passive areas, review of spray pool utilities, park furniture, grading/drainage improvements, utility upgrades, hardscape improvements and rehabilitation of the landscaped areas. The design review process will revisit layout, grading, accessibility, safety, and functionality of the park. Funding for the project is estimated to total $830,000, with $60,000 in FY16 for design and $770,000 in FY17 for construction.

Estimated Cost: $830,000

Time Schedule:	Prior Year -- $60,000	Property Tax / Free Cash (Design)
	FY 2017 -- $770,000	Property Tax / Free Cash (Construction)

43. BROOKLINE RESERVOIR GATEHOUSE ROOF

The Parks and Open Space Division of the Department of Public Works and the Building Department are working with the Preservation Commission to preserve and potentially reuse this nationally significant 1848 granite and iron building, which is located along Route 9 and Warren Street. The gatehouse and Reservoir Park are listed on the National and State Register of Historic Places and have recently been distinguished as a National Historic Landmark. A 2009 engineering study by Structures North determined that its masonry is in good condition and its roof structure could be rehabilitated, despite damage to the truss ends from failed built-in gutters (now covered). In 2010, temporary shoring secured the roof from heavy snow loads and North Bennet Street School students restored the doors and some windows. A master planning process for the Reservoir Park will consider possible uses for its upper interior level.

This funding is to restore the ends of the trusses, re-secure them to the original iron roof with which they are structurally integrated, and replace the present pre-WWI standing-seam steel roof. The engineering study budgets approximately $20,000 for interior demolition, $135,000 for structural work, and $95,000 for a new metal roof. At least $50,000 of this might be offset by an MHC matching grant.

The Study also addressed carpentry, stair, and masonry repairs, the estimate for which is $400,000. This work is predicated upon the receipt of outside funding that could be a combination of grants and private funding.

Estimated Cost: $650,000

Time Schedule:	Prior Year -- $250,000	Property Tax / Free Cash
	Prior Year -- $400,000	State/Federal Grant/Private Funding

44. HARRY DOWNES FIELD & PLAYGROUND

While the oval and track at Harry Downes Field, located at Pond Avenue and Jamaica Road, were renovated in 2006, the play area, picnic area and softball field are in need of renovation. The playground area was last renovated in 1993. This budget item is intended to replace the play equipment and park furniture, install a water play/spray pool amenity, and renovate the athletic/softball field (also used for lacrosse, soccer youth baseball and football)and install exercise equipment. Funding for the project is estimated to total $990,000, with $80,000 in FY17 for design and $910,000 in FY19 for construction.

Estimated Cost: $990,000

Time Schedule:

FY 2017 -- $80,000	Property Tax / Free Cash (Design)
FY 2019 -- $910,000	General Fund Bond (Construction)

45. HEATH SCHOOL PLAYGROUND & ACCESSIBILITY ACCOMODATION

The Heath School Playground has two play areas; one located on the side of the school for younger children (early education program and kindergarten generally ages 2-5) and one at the front of the school for older children (5-12 year olds). The play areas are actively and continuously used by the Brookline public school system during the day, extended day program until 6 pm and by the neighborhood after school hours, on the weekends, summers and holidays. The tot play area was last renovated in 1996 and is in need of complete replacement, including major grade changes and expansion to make necessary accessibility accommodations. In addition, while a portion of the older children's play area was upgraded in 2005, it is in need of accessibility and inclusion improvements. Expansion of the existing play area would include poured-in-place safety surfacing and ramps that are wheelchair accessible.

The renovation is intended to make the play area inclusive. Inclusion is a principal, policy, process and outcome that creates opportunities for all individuals to participate fully in the social (including play, recreation and sports), cultural, educational and civic aspects of community life.

This request is addressing a current need identified at the school. The request is for $80,000 for design/construction bid documents and $950,000 for construction.

Estimated Cost: $1,030,000

Time Schedule: Future Years -- $1,030,000 Property Tax / Free Cash

46. KRAFT FAMILY ATHLETIC FIELD SYNTHETIC TURF REPLACEMENT

The Kraft Family Athletic Facility, 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 12 years. In FY21 the field will be 15 years old. The carpet has suffered several tears requiring repair, the turf fibers are wearing down and matting and the drainage layer is in need of regrading. The project involves removing the existing carpet, laser grading the sub base, replacing the synthetic turf and installing new infill. In addition, the track is in need of crack sealing the base and installation of a new rubberized surface and lines. In FY20, $90,000 is included for design while $980,000 is in FY21 for construction.

Estimated Cost: $1,070,000

Time Schedule: FY 2020 -- $90,000 Property Tax / Free Cash (Design)
FY 2021 -- $980,000 General Fund Bond (Construction)

47. 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 bridges 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 FY19 request ($2.7 million) is for restoration in and around the lagoon area including: stabilization of the banks, dredging excessive organic material that has accumulated in the pond leading to constant algae blooms, installation of new fountain and aeration units, repair/replacement of the failed drainage structures, safety repair/replacement of the deteriorating Tempietto, terrace, stairs and fountain, repair of the railings and bridge structures, invasive removal and new plantings.

The $2.2 million budget in FY21 is for the Italianate Garden and the Maintenance Yard and surrounding area. 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, circulation improvements 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:	$8,400,000	
Time Schedule:	FY 2019 -- $2,700,000	General Fund Bond
	FY 2021 -- $2,200,000	General Fund Bond
	Future Years -- $3,500,000	General Fund Bond

48. 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, upgraded hardscape areas, restoration of the field, rehabilitation of pathways, landscape improvements, review of picnic/passive areas, and evaluation of spray pool utilities. The design review process will revisit layout, grading, accessibility, safety, and functionality of the park. Funding for the project is estimated to cost $860,000, with $70,000 for design in FY18 and $790,000 for construction in FY19.

Estimated Cost:	$860,000	
Time Schedule:	FY 2018 -- $70,000	Property Tax / Free Cash
	FY 2019 -- $790,000	General Fund Bond

49. PIERCE PLAYGROUND

Pierce Playground, last renovated in 1991, is located between School Street and Harvard Avenue. The park serves as a community park, neighborhood park and school ground. The park has an upper-level with play equipment and a lower-level with a ball field, with a steep slope in between. The playground is in need of a full renovation that will include drainage improvements; play equipment for both

younger children and school-aged children; upgraded utilities, water play, basketball, and site furniture; a rehabilitated field; and repair to pathways, masonry and fencing. Funding for construction was approved for $980,000.

Estimated Cost: $980,000

Time Schedule: Prior Year -- $980,000 General Fund Bond (Construction)

50. 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

51. 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 $1.075 million in FY21 is for construction.

Estimated Cost: $1,175,000

Time Schedule: FY 2020 -- $100,000 Property Tax / Free Cash (Design)
FY 2021 -- $1,075,000 General Fund Bond (Construction)

52. 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/replacement of the wooden picnic shelter, field renovation, fence improvements, paving and site furniture. The estimated project cost is $90,000 for design/construction bid documents and $970,000 for construction.

Estimated Cost: $1,060,000

Time Schedule: FY 2020 -- $1,060,000 General Fund Bond

53. 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 during school renovation projects. The field is also used by school sports for practices as necessary due to its proximity to the high school. The playground, basketball court and field are in need of full replacement/refurbishment along with accessibility improvements into and through the site and social seating/gathering places to best serve community and school use.

Estimated Cost: $1,180,000

Time Schedule: Future Years --$1,180,000 Property Tax / Free Cash

54. 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 $80,000 for survey, design review, development and construction bid documents and $890,000 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: $970,000

Time Schedule: Future Years --$970,000 Property Tax / Free Cash

55. SOULE ATHLETIC FIELDS & SITE RENOVATION

The Soule Early Education Center is located on Hammond Street. The athletic fields on site serve Town-run child care 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, safe and accessible pedestrian circulation, storm drainage improvements, safety improvements, picnic/seating areas and improvement to Robson Athletic Field (Upper Soule). The estimated project cost is $705,000, with $70,000 in FY20 for design and $635,000 in FY21 for construction.

Estimated Cost:	$705,000	
Time Schedule:	FY 2020 -- $70,000	Property Tax / Free Cash
	FY 2021 -- $635,000	Property Tax / Free Cash

56. 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, playstructures, safety surfacing, and drainage improvements. This program avoids more expensive rehabilitation that would be necessary if these items were left to deteriorate.

Estimated Cost:	$2,460,000	
Time Schedule:	Prior Year -- $300,000	Property Tax / Free Cash
	FY 2017 -- $300,000	Property Tax / Free Cash
	FY 2018 -- $305,000	Property Tax / Free Cash
	FY 2019 -- $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
	Future Years -- $315,000	Property Tax / Free Cash

57. 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: $780,000

Time Schedule:	Prior Year -- $90,000	Property Tax / Free Cash
	FY 2017 -- $90,000	Property Tax / Free Cash
	FY 2018 -- $95,000	Property Tax / Free Cash
	FY 2019 -- $95,000	Property Tax / Free Cash
	FY 2020 -- $100,000	Property Tax / Free Cash
	FY 2021 -- $100,000	Property Tax / Free Cash
	FY 2022 -- $105,000	Property Tax / Free Cash
	Future Years -- $105,000	Property Tax / Free Cash

58. 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: $530,000

Time Schedule:	Prior Year -- $230,000	Property Tax / Free Cash
	FY 2019 -- $200,000	Property Tax / Free Cash
	Future Years -- $100,000	Property Tax / Free Cash

59. 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 façade. FY17 funding provides fixture, ventilation and access improvements to the comfort stations system wide.

Estimated Cost: $290,000

Time Schedule:	FY 2017 -- $40,000	Property Tax / Free Cash
	FY 2021 -- $200,000	Property Tax / Free Cash
	Future Years -- $50,000	Property Tax / Free Cash

CONSERVATION/OTHER OPEN SPACE

60. 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 Urban Forestry Work in the Town's parks and open spaces including the four conservation properties (Hall's Pond Sanctuary, Amory Woods Sanctuary, D. Blakely Hoar Sanctuary and Lost Pond Sanctuary).

Storm damage, disease, and old age continue to reduce tree canopies. Funds will be utilized to address a range of significant improvements needed, such as tree removals, crown thinning, soil amendments, woodland canopy gap management, invasives 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. Priority 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 and will also act as a guide for best practices throughout the rest of the community.

Estimated Cost: $1,860,000

Time Schedule:		
	Prior Year -- $225,000	
	FY 2017 -- $225,000	Property Tax / Free Cash
	FY 2018 -- $230,000	Property Tax / Free Cash
	FY 2019 -- $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
	Future Years -- $240,000	Property Tax / Free Cash

61. 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

62. 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. The Walnut Hills Cemetery Trustees and staff recently completed the development of a new interment area at the Cemetery that will serve the Town's needs for the next decade. The Town has completed a conditions assessment of the roadways through the Walnut Hills Cemetery and recommends a program of replacement, resurfacing and repair. The goal is to maintain the historic vehicular circulation system by implementing a program to phase in pavement improvements to resurface the drives and to reconstruct poor areas. The Trustees have also identified other areas for future design and development within the Cemetery to support future interment needs of the community.

The challenge for the Town, staff and Trustees is to satisfy the various demands of today and to prepare for the future. With that challenge, the financing plan for these capital improvements is to use Cemetery Funds. The $50,000 in FY16 provided roadway work and will be funded from the Sale of Lots/Service fund (SW01). Current plans for the $770,000 in Future Years, which is intended for lot expansion, is to use a combination of SW01 and an expendable trust fund (TW23) that is under the purview of the Trustees and does not require appropriation by Town Meeting. 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: $820,000

Time Schedule: Prior Year -- $50,000 Other (Cemetery Funds)
Future Years -- $770,000 Other (Cemetery Funds)

RECREATION

63. SWIMMING POOL - SHOWER RENOVATION/POOL REPOINTING

The Evelyn Kirrane Aquatics Center, located on Tappan Street, consists of three pools. The pool structure needs to have the concrete repointed to prevent foundation cracks and leaks, as it has required increased repair and maintenance over the past few years. If a larger-scale project of this type is not undertaken, structural issues could arise in the future. $400,000 was included in FY16 for this project.

The locker rooms require new showers, tiles and lockers on both the men's and women's sides. The areas have heavy use throughout the year and require constant maintenance and upkeep. $275,000 was included in FY16 for this project.

Estimated Cost: $675,000

Time Schedule: Prior Year -- $675,000 Property Tax / Free Cash

64. 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. The project would also include renovation of the public bathrooms on the first floor.

Estimated Cost: $775,000

Time Schedule: Future Years -- $775,000 Property Tax / Free Cash

65. GOLF COURSE IMPROVEMENTS

Originally built in 1933, the Robert T. Lynch Municipal Golf Course has undergone a series of renovations over the past decade, but more are needed both on the course and in the clubhouse. The proposed $1 million would be used for the following:

- finish cart paths on holes 14 and 15
- complete bunker renovations on holes 14, 16 and 17
- restoration of the 9th fairway
- substantial tree pruning and elimination on course
- creek drainage
- clubhouse electrical, HVAC, masonry, envelope

Phasing the debt service associated with a $1 million bond will allow for debt service to remain at historical and affordable levels.

Estimated Cost: $1,000,000

Time Schedule: Prior Year -- $1,000,000 Golf Course Enterprise Fund Bond

SCHOOL

66. 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: $840,000

Time Schedule:	Prior Year -- $70,000	Property Tax / Free Cash
	FY 2017 -- $80,000	Property Tax / Free Cash
	FY 2018 -- $90,000	Property Tax / Free Cash
	FY 2019 -- $100,000	Property Tax / Free Cash
	FY 2020 -- $110,000	Property Tax / Free Cash
	FY 2021 -- $120,000	Property Tax / Free Cash
	FY 2022 -- $130,000	Property Tax / Free Cash
	Future Years -- $140,000	Property Tax / Free Cash

67. SCHOOL TECHNOLOGY

The School Department has developed a technology plan that is designed to establish the appropriate infrastructure, building capacity in instruction, and improve efficiency in administrative functions within the PSB. The funding in FY16 was for mobile carts.

Estimated Cost: $80,000

Time Schedule:	Prior Year -- $80,000	Property Tax / Free Cash

68. 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: $620,000

Time Schedule:	Prior Year -- $70,000	Property Tax / Free Cash
	FY 2017 -- $70,000	Property Tax / Free Cash
	FY 2018 -- $75,000	Property Tax / Free Cash
	FY 2019 -- $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
	Future Years -- $85,000	Property Tax / Free Cash

69. TOWN/SCHOOL BUILDING - ELEVATOR RENOVATIONS

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 40 years old. Maintenance is an issue and parts are increasingly difficult to find. This project would upgrade those cars and lifts with new equipment.

Estimated Cost: $825,000

Time Schedule:	Prior Year -- $275,000	Property Tax / Free Cash
	FY 2017 -- $275,000	Property Tax / Free Cash

FY 2018 -- $275,000 Property Tax / Free Cash

70. 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: $1,280,000

Time Schedule:

Prior Year -- $165,000	Property Tax / Free Cash
FY 2017 -- $170,000	Property Tax / Free Cash
FY 2019 -- $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
Future Years -- $195,000	Property Tax / Free Cash

71. 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: $1,225,000

Time Schedule:

Prior Year -- $185,000	Property Tax / Free Cash
FY 2017 -- $175,000	Property Tax / Free Cash

FY 2018 -- $50,000	Property Tax / Free Cash
FY 2019 -- $125,000	Property Tax / Free Cash
FY 2020 -- $125,000	Property Tax / Free Cash
FY 2021 -- $125,000	Property Tax / Free Cash
FY 2022 -- $190,000	Property Tax / Free Cash
Future Years -- $250,000	Property Tax / Free Cash

72. 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, with $12.65 million required within the six-year period of this FY17 – FY22 CIP. Facilities addressed within this time frame include the following:

FY17	FY18	FY19	FY20	FY21	FY22
C.C. Libr.	Baker Sch	C.C. Libr.	Baldwin Sch	Fire Sta. #1	Unified Arts Building
Fire Sta. #1	Fire Sta. #7	Fire Sta. #4	Heath Sch	Health Ctr.	Main Library
UAB	Lawrence Sch	Larz Anderson		Lynch Rec Ctr.	
	Main Libr.	Lincoln School		Old Lincoln Sch	
	Old Lincoln Sch	Phys Ed Bldg		Pierce Sch	
	Public Safety HQ			Town Hall	
	Soule Rec Ctr.				

Estimated Cost: $26,450,000

Time Schedule:	Prior Year -- $1,550,000	General Fund Bond
	FY 2017 -- $2,100,000	General Fund Bond

FY 2018 -- $2,100,000	General Fund Bond
FY 2019 -- $1,200,000	General Fund Bond
FY 2020 -- $1,000,000	General Fund Bond
FY 2021 -- $3,500,000	General Fund Bond
FY 2022 -- $1,200,000	Property Tax / Free Cash
Future Years -- $13,800,000	General Fund Bond

73. 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, with $6.65 million required within the six-year period of this FY17 – FY22 CIP. Facilities addressed within this time frame include the following:

FY19	FY21	FY22
Golf Course Clubhouse	Muni. Svc. Ctr.	Station #4
Heath School	Phys Ed Bldg	Station #6
Lawrence School		
Larz Anderson Skate Pavilion		
Lincoln School		
Pierce Primary		

Estimated Cost: $20,850,000

Time Schedule:	Prior Year -- $1,200,000	General Fund Bond
	FY 2019 -- $3,500,000	General Fund Bond
	FY 2021 -- $1,700,000	General Fund Bond
	FY 2022 -- $250,000	Property Tax / Free Cash
	Future Years -- $14,200,000	General Fund Bond + Property Tax / Free Cash

74. 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: $1,065,000

Time Schedule:	Prior Year -- $195,000	Property Tax / Free Cash
	FY 2017 -- $175,000	Property Tax / Free Cash
	FY 2018 -- $80,000	Property Tax / Free Cash
	FY 2019 -- $110,000	Property Tax / Free Cash
	FY 2020 -- $50,000	Property Tax / Free Cash
	FY 2021 -- $160,000	Property Tax / Free Cash
	FY 2022 -- $170,000	Property Tax / Free Cash
	Future Years -- $125,000	Property Tax / Free Cash

75. 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:	FY 2017 -- $50,000	Property Tax / Free Cash
	FY 2019 -- $100,000	Property Tax / Free Cash
	Future Years -- $50,000	Property Tax / Free Cash

76. HIGH SCHOOL ADDITION

The enrollment growth that Brookline's Elementary Schools have experienced over the past number of years began to affect Brookline High School (BHS) during school year (2014/2015). BHS enrollment is expected to grow by approximately 100 students per year from 1,900 students to 2,500 students by 2022 -- a growth of more than 600 students in seven years. This enrollment level presents a capacity

challenge because the High School was renovated to accommodate 2,100 – 2,200 students and enrollment will reach approximately 2,200 by 2018/2019 and approximately 2,500 - 2,600 by 2021/2022. In FY13, $50,000 was authorized for expenditure from "Classroom Capacity" funding for a concept study to review all possible options for addressing the capacity needs of BHS. Those monies were spent to hire an architect to assist the B-Space Committee with the BHS issue. In addition, $100,000 was authorized in FY14 for expenditure from "Classroom Capacity" funding to further study options for the expansion of capacity at the High School.

This study, being conducted by Symmes, Maini & McKee Associates, comes on the heels of the recommendations for school expansion contained in the B-Space report to address continued enrollment growth, to align with the Public Schools of Brookline Strategic Plan and Vision, and to preserve Brookline's commitment to excellence and equity. The process is being led by the Superintendent and Headmaster and will analyze the pedagogical and administrative implications of optimally serving up to 2,500 high school students in Brookline. This may include new or revamped programs, staffing and administrative structures, and facilities use. The plan and educational program for an expansion of high school capacity should follow a process of engagement and deliberation of options with current BHS faculty and students, the Brookline community, the School Committee, and Public School of Brookline leadership, as well as input from the research on current best practices in curriculum, instruction, and pedagogy for secondary schools. This process will take into account, but not be limited to, the options presented in the HMFH High School Concept Study.

In FY17, $2 million is included for the Feasibility / Schematic Design phase of the project, of which 35% ($612,500) is assumed to be funded by the Massachusetts School Building Authority (MSBA) and 65% ($1.14million) by the Town. In FY19, $54 million is included, of which 65% ($35.1 million) is expected to be paid for by the Town and 35% ($18.9 million) by the MSBA. The $54 million figure represents the amount that can be afforded within the Town's 6% CIP Financing Policy. Any funding required above this amount would require a Debt Exclusion Override, absent significant modifications to the projects contained within this CIP.

Estimated Cost:	$55,750,000	
Time Schedule:	FY 2018 -- $1,137,000	General Fund Bond (Feas. Study / Schematic Design)
	FY 2018 -- $612,500	State Grant (Feas. Study / Schematic Design)
	FY 2020 -- $35,100,000	General Fund Bond (Design Completion / Construction)
	FY 2020 – TBD	General Fund Bond – Debt Exclusion (Design/Construction)
	FY 2020 -- $18,900,000	State Grant (Design Completion / Construction)

77. MAJOR K-8 PROJECT(S)

In October, 2014, a study was commissioned by the Selectmen and School Committee to focus on identifying and evaluating sites throughout Brookline that may be able to accommodate a new or expanded school in order to address the rapidly escalating school population. In December, 2014 a contract was awarded to a vendor, CivicMoxie, in the context of their understanding of both the school capacity issue and the dearth of available and appropriately sited land in Brookline. The Board of Selectmen and School Committee

reviewed the Ninth Elementary School Site Identification Study and discussed the need for a new school. Both boards separately voted on and approved the following two motions:

- Construction of a ninth school is the preferred solution to addressing continued enrollment growth in elementary grades in the Brookline Public Schools. Staff is directed to conduct further planning and analysis in support of this decision.
- Staff is directed to focus their efforts for additional due diligence and analysis, at this time, on the following two sites identified in the Ninth Elementary School Site Identification Study: Cottage Farm and the Isabel School.

This action to construct a 9th elementary school would result in the Town/School Department modifying the priority for additional preK-8 capacity from an addition to the Driscoll School - recently passed over by the MSBA - to a ninth school located in an appropriate proximity to realign assignment zones for anticipated assignment. Funding for any project will be contingent upon the electorate's approval of a Debt Exclusion Override.

Estimated Cost: $800,000

Time Schedule:	FY 2017 -- $800,000	Property Tax / Free Cash
	FY2020 – TBD	General Fund Bond – Debt Exclusion

78. DRISCOLL SCHOOL NECESSARY IMPROVEMENTS

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.

Estimated Cost: $3,400,000

Time Schedule:	FY 2018 -- $400,000	Property Tax / Free Cash
	FY 2019 -- $3,000,000	General Fund Bond

79. DEVOTION SCHOOL REHABILITATION

The 148,633 sq. ft. Edward Devotion School, originally built in 1924 with renovations/additions in 1952 and 1974, requires a major renovation/addition. An architectural firm (HMFH) was hired to undertake a Concept Study and developed a range of options for a renovation/addition project. The enrollment of the Devotion School has grown from 664 students in FY08 to 811 students in FY15, a 22% increase. While this growth is reflective of enrollment growth town-wide, the expectation is that enrollment demand in North Brookline will continue for the foreseeable future. The original premise of a renovation to the Devotion School to serve 700 students was initially revised to a model that would serve a population of approximately 850 students, in a mixed configuration of four and five sections per grade. Continued growth to the school age population in North Brookline has led to the decision to build the school to a full five section school at each grade.

In March, 2012 the Massachusetts School Building Authority (MSBA) invited the Town into the "Eligibility Period", which culminated with an appropriation of $1.75 million for the feasibility study / schematic design stage at the November, 2012 Special Town Meeting. On January 30, 2013, the MSBA approved a Feasibility Study Agreement (FSA) with the Town, which allowed for the hiring of an Owner's Project Manager (OPM) and an architectural firm. The FSA states that the Town will be reimbursed 35.84% of the $1.75 million for this phase of the project (feasibility study / schematic design). In April, 2013 the Town issued a Request For Services (RFS) and selected HMFA as the Feasibility/Schematics design architect.

In September, 2014, the Devotion School Building Committee chose "Option 1" as the Preferred Schematic option and submitted that to the MSBA for approval. The architects will continue to work with the Devotion School Building Committee and with the community to craft a design that meets the educational program needs of the school, addresses neighborhood concerns, and contributes to the overall plan to address the increase in enrollment that has placed stress on school buildings across the district.

The FY2016 CIP estimated MSBA reimbursement for the Devotion project at $27.8M. Due to a lower reimbursement rate (from 35.8% to 33.1%) and some unfavorable decisions around eligible project expenses, the Project Scope and Budget Agreement references an estimated maximum grant of $25.9M. This CIP reflects the adjusted funding sources and follows the Board's directive to address that shortfall within existing CIP capacity.

Estimated Cost:	$118,400,000	
Time Schedule:	Prior Year -- $42,862,259	General Fund Bond
	Prior Year -- $49,576,000	General Fund Bond – Debt Exclusion
	Prior Year -- $25,961,741	State Grant

80. OLD LINCOLN IMPROVEMENTS/MODIFICATIONS

In FY14, $3 million was appropriated to update some of the building equipment and make the Old Lincoln School usable as school space for the next few years. The bids for the project came in over the appropriation, so some items were removed from the project. In FY16 $1 million funded unit ventilators for heating, flooring and the required furnishings, fixtures, and equipment (FF&E), including cafeteria equipment, library shelving, shades/blinds, and white boards.

During recent renovations, inadequate wiring was discovered. Old Lincoln School is in need of an electrical distribution upgrade. These monies would be used to replace branch circuit wiring plus combine the two services into one. Also, these monies would be used to upgrade the plumbing system.

Estimated Cost: $1,350,000

Time Schedule:	Prior Year -- $1,000,000	General Fund Bond
	FY 2017 -- $350,000	Property Tax / Free Cash

81. CLASSROOM CAPACITY

The Public Schools of Brookline has experienced K-8 Elementary enrollment increases for the last decade. K-8 Elementary enrollment has grown by 1,440 students (37%) between FY05 and FY15. There are now 5,326 K-8 students compared with less than 3,900 in FY05. In order to address this serious issue, various mitigation measures have been taken, the most significant being the Runkle School Renovation/Addition, the Heath School Addition, and the project to add four new classrooms at the Lawrence School. Other mitigation measures have primarily consisted of the careful remodeling and renovation to internal spaces within each of the schools, with the goal being the creation of the highest quality space within available constraints. Over the past few years, the following appropriations have been made to fund the costs associated with creating additional classroom spaces for the Schools:

$400,000 (FY08 + FY10) $530,000 (FY11) $1.75 million (FY13 + FY14 + FY15) $2.5 million (FY16)

The Classroom Capacity item in FY2017 covers the leases at the temples, 62 Harvard, 24 Webster Place and the Baker modules ($992K) with very limited funding to modify smaller spaces in existing buildings ($46K). The FY2018 – 2022 budgets assume continuation of those lease arrangements.

Estimated Cost: $8,615,000

Time Schedule:	Prior Year -- $2,250,000	Property Tax / Free Cash

FY 2017 -- $1,038,000	Property Tax / Free Cash
FY 2018 -- $995,000	Property Tax / Free Cash
FY 2019 -- $1,165,000	Property Tax / Free Cash
FY 2020 -- $1,223,000	Property Tax / Free Cash
FY 2021 -- $1,032,000	Property Tax / Free Cash
FY 2022 -- $912,000	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 59,000. (Source: 2010-2014 American Community Survey 5-year estimates)

• 25.2% of Brookline's residents are foreign born. Currently, 82.2% of this population aged 5+ lived in a home where a language other than English was spoken and 32.2% stated that they speak English less than "very well". (Source: American Community Survey (ACS) 2010-2014)

• Brookline has continued to become more racially diverse over the past several decades with approximately 23.3% of the Town's population being minority or mixed-race, according to the 2010 Census. The fastest growing minority group is Asian, at nearly 16.3% of the population – a much higher percentage than Boston and many other surrounding communities. (Source: Census 2010 and ACS 2010-2014)

• Brookline median housing prices are among the highest in Massachusetts with a current median assessed value of over $1.3 million for a single family home and $547,800 for a condominium. Nearly 49% of all renters and 29% of homeowners pay more than 30% of their incomes toward housing costs. (Source: Brookline Assessor's Office, ACS 2010-2014)

• Form of Government: Representative Town Meeting (240 Elected Town Meeting Members and eight At-Large) with five-member Board of Selectmen 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 for a condo is $3,525, well under the median tax bill for a single-family home ($11,342) which makes up just 28% of residential parcels.

• As of 2010, there were 26,448 housing units in Town, of which 33% were located in buildings of more than 20 units. Approximately 8.4% of Brookline's housing units are under affordability restrictions. (Source: Brookline Department of Planning 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% of residents being homeowners. (Source: ACS 2010-2014)

• 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 2000, Brookline had over 2,500 businesses, including home-based businesses. 50% of jobs located in Brookline are in the service sector while 24% are in the trade sector and 14% are in government. (Source: Brookline Comprehensive Plan 2005-2015)

• 82% of Brookline residents work outside of Town. (Source: Census 2010)

• Brookline is well-serviced by public transportation with four bus routes and access to the MBTA Green C, D, and B lines. Currently, 24.7% of all households owned no vehicles while 46.9% of households owned only one vehicle. Nearly 55% of Brookline workers either walk or take public transportation to work or work at home. (Source: ACS 2010-2014)

• 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

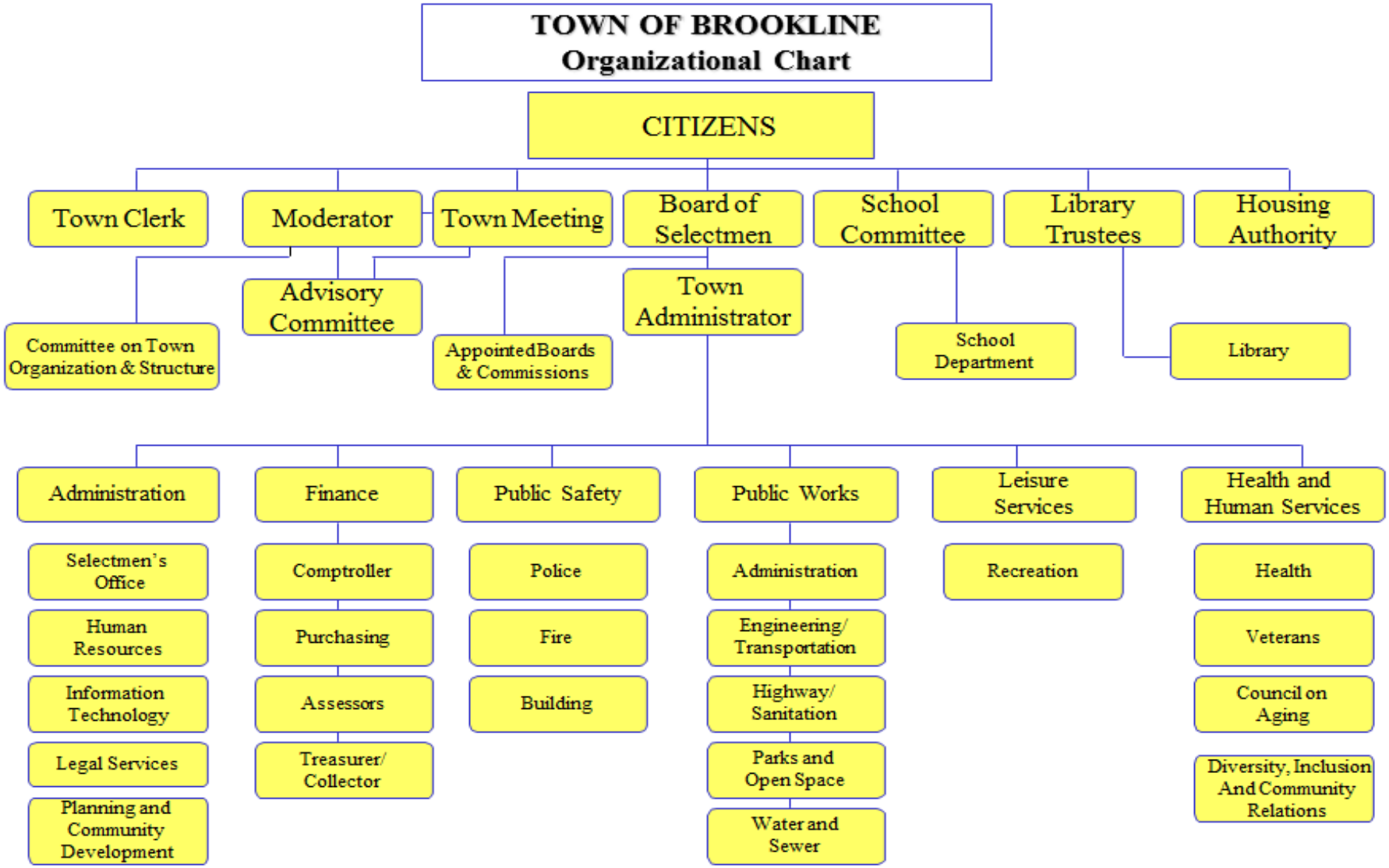
Bond Rating: Aaa

FY2016 Assessed Valuation: $19,691,527,776

FY2016 Tax Rate:
Residential $10.42
Commercial $16.99
Residential Exemption $2,183

Demographics (2010-2014 American Community Survey 5-year estimates)
Population: 58,666
Median Age (years): 35
White: 77.6%
Asian: 16.3%
Black or African American: 2.7%
American Indian or Alaskan Native: 0.1%
Other: 3.3%

Male: 43.2%
Female: 56.8%


TOWN OF BROOKLINE
Organizational Chart
CITIZENS
Town Clerk
Moderator
Town Meeting
Board of Selectmen
School Committee
Library Trustees
Housing Authority
Committee on Town Organization & Structure
Advisory Committee
Appointed Boards & Commissions
Town Administrator
School Department
Library
Administration
Finance
Public Safety
Public Works
Leisure Services
Health and Human Services
Selectmen's Office
Human Resources
Information Technology
Legal Services
Planning and Community Development
Comptroller
Purchasing
Assessors
Treasurer/ Collector
Police
Fire
Building
Administration
Engineering/ Transportation
Highway/ Sanitation
Parks and Open Space
Water and Sewer
Recreation
Health
Veterans
Council on Aging
Diversity, Inclusion And Community Relations

TOWN OF BROOKLINE
FY2017 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 Board of Selectmen 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 Selectmen'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 Selectmen Preliminary CIP posted online in advance of the public hearing in December	Nov / Dec	Long-Range Financial Forecast is presented Selectmen hold public hearing on the Budget
Planning Board and 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 Selectmen and Advisory Committee	February 15* (or next Town business day)	Town Administrator submits Financial Plan to Selectmen and Advisory Committee
Selectmen review and vote CIP Advisory Committee reviews and makes recommendations to Town Meeting	Feb-Apr	Selectmen 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, 2015 is presented below:

Adjustments Between Budgetary Basis and GAAP Basis of Accounting in FY15

Excess of revenues and other financing Sources (uses) over expenditures – budgetary basis	$ (799,583)
Perspective Difference:	
Activity of the stabilization fund recorded in the General fund for GAAP	25,344
Basis of accounting differences:	
Recognition of expenditures on modified accrual basis	60,076
Net change in recording 60-day receipts accrual	422,402
Tax refunds payable	(1,278,000)
Recognition of revenue for on-behalf of payments	9,502,000
Recognition of expenditures for on-behalf of payments	(9,502,000)
Excess of revenues and other financing sources (uses) over expenditures – GAAP basis	(1,569,761)

TOWN OF BROOKLINE FISCAL POLICIES

As approved by the Board of Selectmen 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 Board of Selectmen 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 Board of Selectmen 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 6and 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.

Underrride - 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