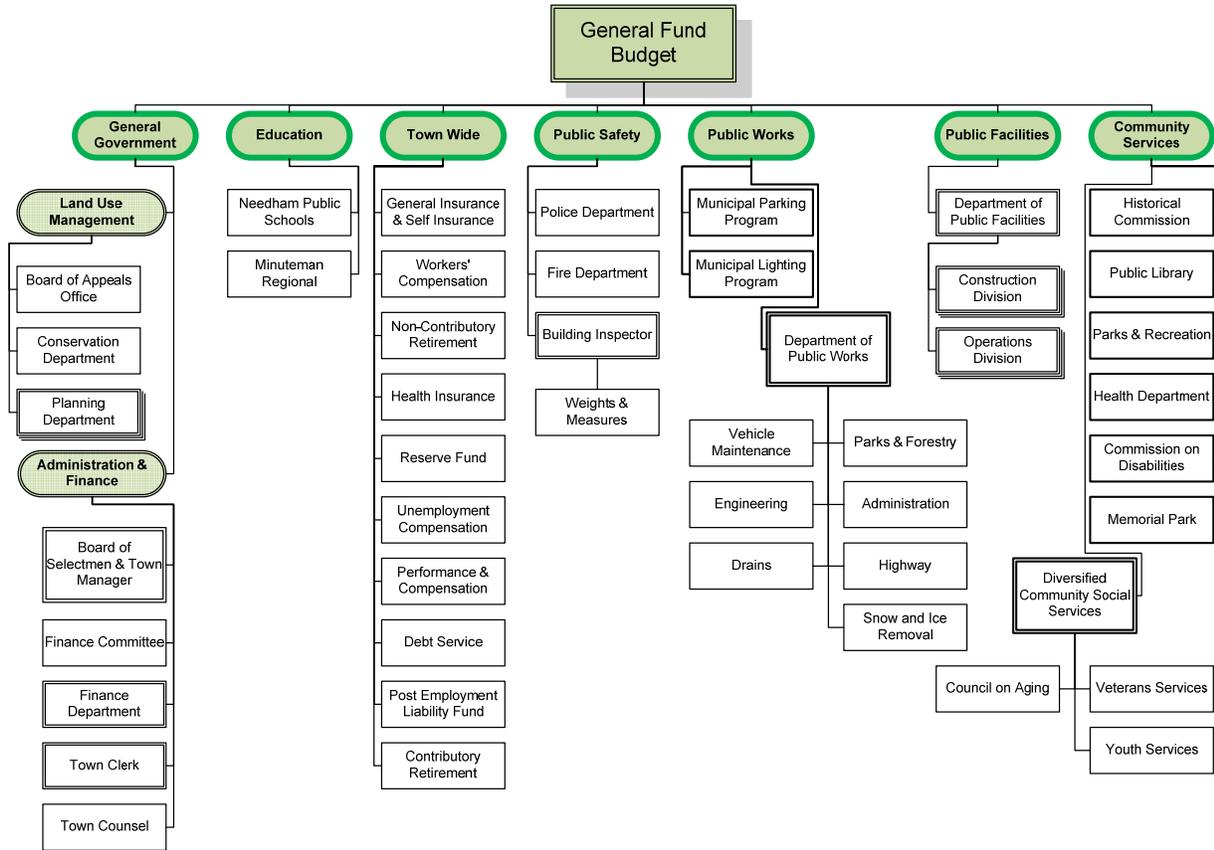


Fiscal Year 2008 Proposed Budget



Town Wide Accounts

RETIREMENT

GENERAL PURPOSE

This line item funds pensions for Non-contributory (c. 34) and Contributory (c. 32) retirees. Non-contributory retirees are those who entered the retirement system prior to 1937. There are currently five (5) retirees and survivors receiving pensions under Chapter 34.

Contributory retirees are those who participate in the Needham Contributory Retirement System. This includes all General Government and non-teaching School Department employees working a minimum of 20 hours per week. As of January 2005, there were 616 active participants, 484 retirees, 85 inactive participants, and 42 disability retirees. This appropriation funds both the normal cost (the cost of current employees' future pensions) as well as the System's unfunded pension liability. The funded status of the System was 75% on January 1, 2005.

OPERATIONAL CONSIDERATIONS

Chapter 34 retirees are eligible for the same cost of living adjustments as are contributory retirees. This amount is anticipated to be 3% on the first \$12,000 of pension for FY08.

The FY08 budget request for c. 32 retirees is based on the Retirement Board's actuarial analysis dated January 1, 2004. Under State law, the System **must** conduct a new actuarial

Fiscal Year 2008 Proposed Budget

analysis effective January 1, 2006. As such, the requested appropriation is to be considered for planning purposes only.

	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Department Submission	FY 2008 Performance Budget	FY 2008 Town Manager's Balance Budget	Performance Budget over Balanced Budget
Non-Contributory Retirement Payments	127,967	128,893	122,373	135,000	117,000	117,000	117,000	
Contributory Retirement System	2,346,770	3,451,812	3,604,709	3,835,000	3,979,000	3,979,000	3,979,000	
TOTAL	\$2,474,737	\$3,580,705	\$3,727,082	\$3,970,000	\$4,096,000	\$4,096,000	\$4,096,000	

GROUP HEALTH INSURANCE / INSURANCE LIABILITY FUND

GENERAL PURPOSE

The health insurance line item includes the Town's share of health insurance for all benefit-eligible General Government and School Department employees, as well as the Town's portion of their Medicare Insurance, Social Security, life insurance, EAP services, and drug and alcohol testing services.

This budget assumes a 10% increase in health insurance premiums for fiscal year 2008, and assumes an increase of 20 active and retired subscribers. The budget assumes a current enrollment of 796 active and 771 retired subscribers. The amount the Town budgets for Medicare Insurance increases with salary growth, as all employees hired after 1986 must participate in this program. This line item is estimated at this time, as actual health insurance rates will not be available until February or March of 2006.

The Town has been funding the post-retirement employee benefits since FY02. Chapter 10 of the Acts of 2002 created a separate fund for this purpose. In FY06, the Town conducted an actuarial analysis of its other post employment benefits ("OPEB") liability. As of July 1, 2005, the Town's Actuarial Accrued Liability was \$43,172,705, and our funded ratio was 4.9%

Post-employment benefits are part of the compensation for services rendered by employees, and the Town's obligations accrue during the life of an individual's employment. The proposed funding schedule includes both the "normal cost" (the project cost of current employees' expected future benefits) and the amortization of unfunded accrued liability.

A major benefit to pre-funding is that investment returns will supplement contributions, acting as a reserve to mitigate large increases in medical costs. Disclosure of a community's unfunded liability is a requirement of GASB 45, and is an increasing factor considered by rating agencies. According to Standard and Poors (Commentary, December 1, 2004): "The funding of these obligations (*OPEB*) is of an increasing credit concern, exacerbated by the rapid cost acceleration in many health-related areas. Government jurisdictions have a wide range of OPEB liabilities in terms of absolute size and relationship to budget resources, depending on how generous they have been in awarding benefits. The disparities between employers will now be made more apparent under the new GASB 45 reporting."

Fiscal Year 2008 Proposed Budget

OPERATIONAL CONSIDERATIONS

FY08 represents the first year that we propose to appropriate to the post employment benefits fund in accordance with the actuarial funding schedule. Benefits for current retirees will then be paid from the fund.

	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Department Submission	FY 2008 Performance Budget	FY 2008 Town Manager's Balance Budget	Performance Budget over Balanced Budget
Group Health Insurance	7,295,161	7,702,906	8,734,490	10,295,000	7,947,000	7,947,000	7,947,000	
Retiree Insurance & Insurance Liability Fund	380,000	880,000	380,000	380,000	3,502,950	3,502,950	3,502,950	
TOTAL	\$7,675,161	\$8,582,906	\$9,114,490	\$10,675,000	\$11,449,950	\$11,449,950	\$11,449,950	

UNEMPLOYMENT

GENERAL PURPOSE

The Town is self-insured for unemployment. Benefits are provided by the Commonwealth and the Town is billed for its share of the cost. The Town may be responsible for the entire benefit, or for a portion, based on the former employee's employment record over the previous year. This budget funds unemployment benefits for all Town employees, including General Government and School Department employees.

OPERATIONAL CONSIDERATIONS

The unemployment budget has been increased to reflect actual expenses during the past few years.

	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Department Submission	FY 2008 Performance Budget	FY 2008 Town Manager's Balance Budget	Performance Budget over Balanced Budget
Unemployment Compensation	102,268	35,646	85,306	73,118	85,000	85,000	85,000	
TOTAL	\$102,268	\$35,646	\$85,306	\$73,118	\$85,000	\$85,000	\$85,000	

DEBT SERVICE

GENERAL PURPOSE

The debt service budget includes the amounts required to be paid on current outstanding long term general fund debt, new long term general fund debt issues which were previously approved by Town Meeting, other principal amounts that will be paid, and the interest and other related temporary borrowing costs. Beginning in fiscal year 2005, this budget includes both general fund debt service within the levy, and excluded debt.

OPERATIONAL CONSIDERATIONS

This budget does not contain any funding for debt that may be authorized at any additional Special Town Meeting held during FY 2007 or at the 2007 Annual Town Meeting. Debt

Fiscal Year 2008 Proposed Budget

service related to the RTS, Sewer, and Water enterprise funds are contained in those budgets and are therefore not included in this budget.

	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Department Submission	FY 2008 Performance Budget	FY 2008 Town Manager's Balance Budget	Performance Budget over Balanced Budget
Debt Service	5,940,501	5,739,571	9,571,526	22,903,028	9,425,551	9,425,551	9,425,551	
TOTAL	\$5,940,501	\$5,739,571	\$9,571,526	\$22,903,028	\$9,425,551	\$9,425,551	\$9,425,551	

WORKERS COMPENSATION

GENERAL PURPOSE

This budget provides funding for costs associated with workers compensation for all General Government and School Department employees. The Town of Needham is self-insured for the purpose of workers compensation. The workers compensation line item also includes funding for pre-employment physical for General Government employees. The Town has accepted the provisions of M.G.L. c. 13C, which allows the Town to roll forward unused appropriations for the purpose of establishing a reserve for large and continuing claims.

OPERATIONAL CONSIDERATIONS

The balance in the workers compensation reserve as of July 1, 2006 was \$820,280. No increase is contemplated for this program.

	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Department Submission	FY 2008 Performance Budget	FY 2008 Town Manager's Balance Budget	Performance Budget over Balanced Budget
Workers Compensation	385,000	385,000	385,000	385,000	385,000	385,000	385,000	
TOTAL	\$385,000	\$385,000	\$385,000	\$385,000	\$385,000	\$385,000	\$385,000	

CASUALTY, LIABILITY AND SELF INSURANCE

GENERAL PURPOSE

The Assistant Town Manager/Finance oversees the Town's non-employee insurance programs. This includes insurance for general liability, boiler and machinery, public official liability, school board liability, EMT liability, police professional liability, and automobile insurance. Based on the advice of the Insurance Advisory Committee, the Town began insuring in FY 2002 with MIIA (Massachusetts Inter-local Insurance Agency), the insurance branch of the Massachusetts Municipal Association through which the Town has seen favorable rates in comparison to the overall insurance market. The premiums for Fiscal Year 2008 are not yet known. This budget also pays administrative expenses, insurance deductibles, small claims, uninsured losses, and other related claims. This request is level dollar from the current year.

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OPERATIONAL CONSIDERATIONS

Insurance premiums relating to the three enterprise activities and actual uninsured claims paid are treated as indirect costs which are recovered from the enterprise funds and reflected in the funding sources for the general fund operating budget. The Town has seen an increase in the number of defective road claims, although payment is usually not required, but does require more time to acknowledge and process the claims.

	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Department Submission	FY 2008 Performance Budget	FY 2008 Town Manager's Balance Budget	Performance Budget over Balanced Budget
Casualty Liability & Self Insurance Program	334,196	351,353	471,316	450,000	450,000	450,000	450,000	
TOTAL	\$334,196	\$351,353	\$471,316	\$450,000	\$450,000	\$450,000	\$450,000	

CLASSIFICATION, PERFORMANCE AND SETTLEMENTS

GENERAL PURPOSE

The Classification, Performance, Settlements line provides a reserve for funding personnel-related items as they occur during the fiscal year and as authorized by Town Meeting. Examples include performance-based increases for management employees in accordance with personnel policy, funding of collective bargaining agreements approved by Town Meeting, and funding for any changes to the classification and compensation plan.

OPERATIONAL CONSIDERATIONS

The original fiscal year 2007 appropriation for this line was \$480,000, of which \$152,634 has been allocated to department budgets.

REQUEST RECAP

Description	2006	2007	2008
PPP/CPS	\$365,500	\$480,000	\$575,000
Amendments	\$66,500		
Payments/Transfers	(\$397,199)	(\$152,634)	
Balance	\$34,801	\$327,366	\$575,000

	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Department Submission	FY 2008 Performance Budget	FY 2008 Town Manager's Balance Budget	Performance Budget over Balanced Budget
Classification Performance & Settlements*		6,962	Transfers Only*	480,000	575,000	575,000	575,000	
TOTAL		\$6,962		\$480,000	\$575,000	\$575,000	\$575,000	

RESERVE FUND

GENERAL PURPOSE

The Reserve Fund is appropriated as part of the annual operating budget. The purpose of the reserve fund is to provide an annual budgetary reserve for unforeseen or extraordinary expenditures. Any town department may request that the Finance Committee transfer

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funds from the reserve fund to its budget for a specific unforeseen or extraordinary event. No transfer from the reserve fund is allowed without an affirmative vote by the Finance Committee in public session. Any balance remaining in the account at the end of the fiscal year is closed out to free cash.

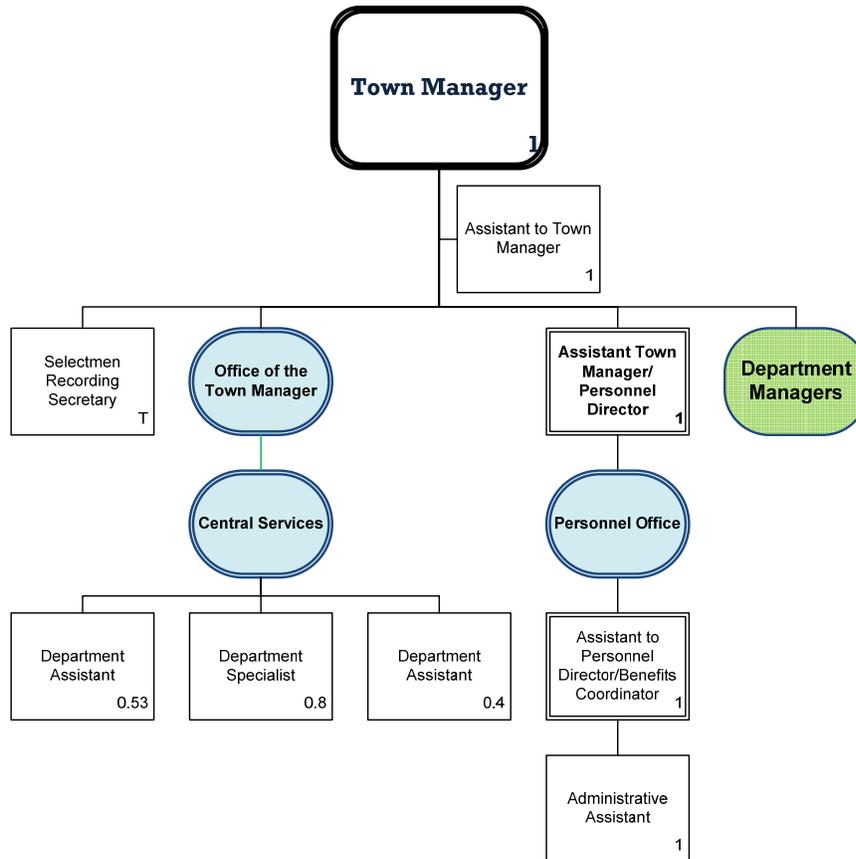
OPERATIONAL CONSIDERATIONS

The Fiscal 2006 reserve fund was amended to \$818,318 at the May 8, 2006 Special Town Meeting in order to defray some anticipated year end reserve fund demands, including snow and ice expenses. Approved requests for FY 2006, excluding snow and ice expenses, totaled \$544,053. The reserve fund for FY 2007 was set at \$725,000 at the 2006 Annual Town Meeting; no requests have been made against the reserve fund through October 2006. The FY 2007 reserve fund was amended to \$1,039,679 at the November 2006 Special Town Meeting. The Fiscal 2008 reserve fund submission is \$876,900. The FY 2008 reserve fund submission is based on the average total reserve fund transfers approved over the past four years (2002 - 2006) increased by 5%.

	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Department Submission	FY 2008 Performance Budget	FY 2008 Town Manager's Balance Budget	Performance Budget over Balanced Budget
Reserve Fund*		Transfers Only*	Transfers Only*	Transfers Only*	1,039,679	876,900	876,900	876,900
TOTAL					\$1,039,679	\$876,900	\$876,900	\$876,900

GENERAL GOVERNMENT

BOARD OF SELECTMEN/TOWN MANAGER



GENERAL PURPOSE

The Board of Selectmen consists of five individuals elected for staggered three-year terms and serves as the Chief Elected Officials of the Town. The Board is responsible for establishing policies and priorities for the Town. The Board represents the interests of Town residents in business dealings, legal affairs and intergovernmental cooperation with other municipal, county, state and federal agencies and serves as the warrant committee and licensing authority for the Town. The Town Manager serves as the Chief Executive Officer of the Town and supervises the daily work of the Town and all of its departments.

The Office of the Town Manager and Board of Selectmen is the primary customer service point of inquiry for residents and other interested parties. Primary functions include the coordination of all Town Meetings, preparation and distribution of the Annual Town Report, licensing (common victualler, entertainment, automobile sales, liquor, etc.), appointment of various board and committee members and oversight over purchasing, rental and use of Town property, development of the preliminary budget and capital plan, and oversight over the management of all Town Departments.

The Office provides staffing for the switchboard/reception area, which serves the entire Town Hall, funds and supports telephone, photocopier, and facsimile machine operations and maintenance for all departments except the School Department.

The Town Manager's Office also provides personnel and benefits administration and support to all general government departments and benefit administration and support to all departments including the School Department. This program funds the administration of M.G.L. c. 32B (group insurance), c. 150E (Collective Bargaining), c.152 (Workers' Compensation) and c.41 (public safety injury on duty) as well as section 125 of the Internal Revenue Service Code (benefits) the drug and alcohol regulations of the federal Department of Transportation, and the Town's personnel by-laws and polices.

OPERATIONAL CONSIDERATIONS

As with all general government departments, Federal, State, and local laws and requirements drive this budget. The number of programs, services, and mandates has grown considerably over the past decade, and the ability of the Department to provide the same level of services with level funding cannot continue indefinitely.

The Board of Selectmen/Town Manager's budget provides many services to other departments. For instance, all local and long distance telephone charges, as well as telephone equipment maintenance for non-school departments are funded in this budget. Similarly, the department funds all photocopy-related costs such as maintenance, supplies, and per-unit charges for Town Hall. The department also provides a switchboard operator to provide a "human voice" for customers. The switchboard operator services all Town Hall departments by answering the telephone and greeting customers in person. This individual also sorts and distributes mail. Reductions in the funding for these functions will in most cases result in the cost being shifted to user departments, which have no allocation for these expenses, and will eventually lead to a reduction in the hours that the office is staffed and providing services to the public.

The only fees charged by the department involve licensing. In FY05, the Board of Selectmen approved a significant increase in the liquor license fees that is being phased in over three fiscal years (FY05, FY06, and FY07). Liquor License revenue has been as follows:

FY04: \$28,245 FY05: \$40,105 FY06: \$48,005

The FY08 level service budget submission is 2.7% (or \$16,937) higher than the FY07 appropriation. The salary budget has been increased by \$16,887 over the FY07 **appropriated** amount. The FY07 appropriation does **not include** cost of living and other performance pool transfers (\$15,622 to date and \$9,018 currently pending). Moreover, we have reallocated the Economic Development Coordinator position to the Planning Department (funded at \$20,000 in this budget in FY07). Finally, the FY08 budget submission does not include cost of living adjustments for any employees in this budget (all non-represented or ITWA). This level service submission does not include any additional staff.

The MMA dues have been increased by 2.5% over FY07 actual, or an increase of \$50,000. \$1,000 has been reallocated within the Central Services program from local and long distance charges to office supplies.

Goals

The Board of Selectmen updated its goals in August, 2006. Goals included in the FY07 budget (below) remain key priorities for fiscal year 2008:

- Evaluate municipal services to identify efficiencies and opportunities for improved service delivery. *FY07 initiatives included the consolidation of the Assessors Department into the Finance Department and the creation of Senior, Veterans and Youth Services Department. Funding for an operational study of public works functions was approved at the 2006 Annual Town Meeting and is on-going.*
- Explore mechanisms to address deferred maintenance of public infrastructure, including increasing the number of playing fields and improving the quality of existing fields, developing a plan for sequencing and financing capital facilities; and implementing a multi-year road improvement program. *The Facility Master Plan was unveiled at the November 2006 Special Town Meeting, and Town Meeting appropriated design funds for a sixth grade center at High Rock. The Field Study Committee has promulgated a schematic design for renovation of DeFazio and Memorial Fields. The Board of Selectmen is evaluating options for funding the proposed fields plan and a multi-year roads program.*
- Continue to explore ways to improve the business districts, including the concept of village zoning, parking, and smart growth principles, aesthetic improvements, and methods for attracting an appropriate mix of businesses. *The Downtown Design Committee has been organized and a consultant has been selected to complete the study. The 2006 Annual Town Meeting approved funding for an Economic Development Coordinator. The Town is actively working with the MBTA to redevelop transit-oriented parcels.*
- Work toward increasing the number of appropriate affordable housing units. *The Board agreed to partner with a developer in a "friendly 40B" project to create as many as 350 units of housing. The board also created a task force to update a housing production plan that will be completed in FY07.*

CHALLENGES/OPPORTUNITIES

The primary challenge faced by the Town, as with all local jurisdictions, is balancing the need for services and expenditures with the availability of local revenue. The Commonwealth has been in a period of economic stagnation that has resulted in exceptionally difficult budget years since FY03. The Town has a critical need for investment in public infrastructure, which will require new and creative approaches.

PERFORMANCE MEASUREMENT

The focus of the Department over the past year has been to provide support and resources for operating departments to create meaningful performance measures. We initiated the

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TownStat program, and six departments have participated. In FY07, the Town Manager will create a steering committee to support future performance evaluation initiatives, and the remaining department managers will participate in the TownStat initiative.

Items specific to this budget that will be tracked in FY08 include Traffic Management Advisory Committee citizen inquiries and actions, the impact of funded capital articles on operating efficiencies, capital spending by building, and citizen satisfaction.

PERFORMANCE REQUESTS RECOMMENDED BY TOWN MANAGER

\$17,000 for Town-wide Performance Measurement Initiative

PERFORMANCE REQUESTS DEFERRED BY TOWN MANAGER

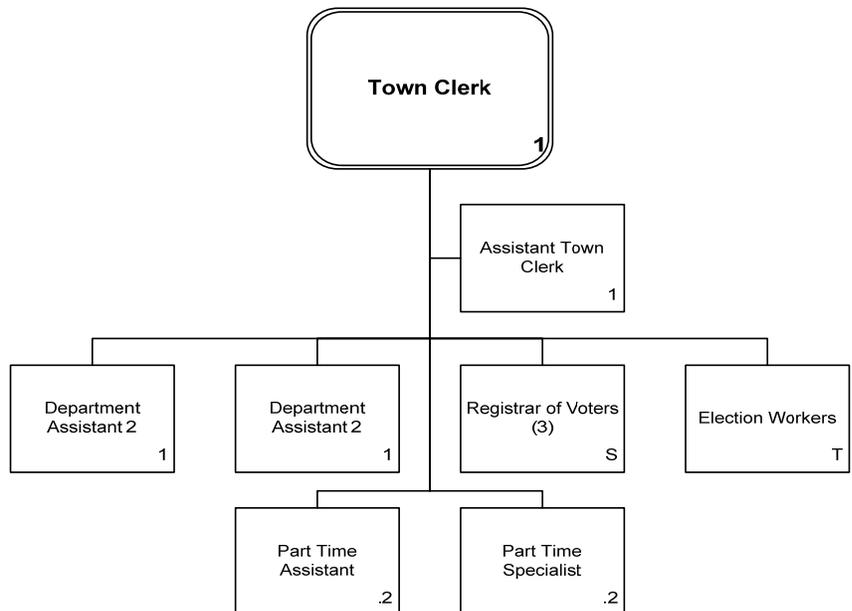
\$59,000 for Finance/Human Resources Generalist

PERFORMANCE REQUESTS NOT RECOMMENDED BY TOWN MANAGER

\$59,000 for Senior Management Staff
 \$7,250 for Support Staff Additional Hours

Town Manager & Board of Selectmen	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Department Submission	FY 2008 Performance Budget	FY 2008 Balance Budget	Performance over Balanced
Salary	382,249	374,919	420,023	473,290	615,427	549,177	490,177	59,000
Expense	169,295	171,798	165,738	149,400	166,450	166,450	166,450	
Capital	21,250							
TOTAL	\$572,794	\$546,717	\$585,761	\$622,690	\$781,877	\$715,627	\$656,627	\$59,000

TOWN CLERK / BOARD OF REGISTRARS



Town Clerk:

As the official record-keeping center for the Town of Needham, the combined office of the Town Clerk and Board of Registrars provides a wide variety of services to the general public as well as to local, state and federal governments. The major functions mandated by state and federal statutes and town by-laws including records management, certification of vital statistics, voter registration, licensing, compilation of the Annual Census and Street/Voting Lists, Board of Appeals and Planning Board decisions, and the most complex – those relating to elections and Town Meetings. The Town Clerk's Office is open for business Monday through Friday from 8:30 A.M. to 5:00 P.M. as well as the second and fourth Tuesday evenings from 7:30 P.M. to 9:00 P.M. (third Tuesday evening in July and August) to accommodate those individuals who are unable to conduct their business during the day.

Board of Registrars:

The Board of Registrars division of the Town Clerk's Office is the principal election office for the Town of Needham. The major responsibilities of the office includes the conduct of elections, compilation of the Annual Census and the Street/Voter Lists, certification of nomination papers and petitions, preparation of the ballot for the Annual Town Election, maintenance and custody of the ballot boxes and the AccuVote ES2000 Voting System. We recruit election workers, process absentee ballots and record election results. The Board relies solely on the state's Central Voter Registry created by the Secretary of the Commonwealth upon passage of the Federal Motor Voter Bill in 1995.

The Federal Help America Vote Act (HAVA) passed in 2004 is changing several election practices in the country over the next several years. Provisional Ballots are currently in place to help the voter whose name does not appear on the voting list. The AccuVote machines will not longer accept ballots, which contain overvotes. If a voter marks two positions for one office, the machines will no longer accept the ballot. This will provide the voter with an opportunity to correct his or her ballot instead of the ballot recording a "blank" vote. A handicapped electronic voting machine for each polling location has been mandated by the federal government and is scheduled for use in 2006. The latest word is that approximately ten communities will be the test sites for these machines for the 2006 State Election. The State passed an Act further regulating election practices in the fall of 2006 – Chapter 299 of the Acts of 2006. This Act permits cities and towns to appoint poll workers from outside of the city or town, allows the appointment of no more than 2 election officers who are residents of the commonwealth and 16 or 17 years of age to work for the number of hours permitted for such a person to work under section 66 of chapter 149. This Act also requires the Secretary of State to publish a Voter's Bill of Rights for posting at the polls and limits the ability of city or town clerks who administer elections from serving in certain capacities in certain political committees.

PRIMARY FUNCTIONS

Town Clerk:

The Town Clerk's Office assists the general public on a daily basis; records and maintains the vital statistics for the town and issues certified copies of same (approximately 5,000 annually); submits monthly reports to the State Dept. of Vital Statistics; issues licenses and permits such as marriage, fish & Game, raffle, auction, dog, storage of flammables and maintains record of same; reports and reimburses monthly to the Fish & Game; records business certificates, trusts, federal and state tax liens; records and certifies Board of

Appeal and Planning Board decisions for recording at the Registry of Deeds; record campaign expenditures; issue copies of the Open Meeting Law to newly appointed/elected officials and conduct oath of office; record election results and Town Meeting action; certify appropriations, borrowing authorization and Town Meeting requirements for bond counsel; obtain Attorney General approval on General and Zoning By-Law amendments and post same; reproduce updated General By-Laws; print Town Clerk's Records for each fiscal year; serve as commissioners to qualify oath of office and process passport applications; custodian of Town Records and Town Seal.

Board of Registrars:

The primary functions of the Board of Registrars is the conduct of local, state and federal elections, compilation of the Annual Census and Street/Voting Lists, voter registration, special registration sessions, jury selection as well as voter removal, relocation, and party affiliation changes, ballot preparation for town elections, certification of nomination papers and petitions, and absentee ballot processing at all levels. This is done in combination with the daily functions of the Town Clerk's Office and staff. Possible legislation still on the horizon that would affect the office is Voter identification, Election Day Voter registration and absentee voting at will.

OPERATIONAL CONSIDERATIONS

Town Clerk:

The Town Clerk's Office continues to fulfill the mandates of local, state and federal governments as well as the needs of the general public. FY2008 has two scheduled elections – The Presidential Primary on March 4, 2008 and the Annual Town Election on April 8, 2008. Fiscal Year 2007 has three scheduled elections – The State Primary on September 19, 2006, the State Election on November 7, 2006, and the Annual Town Election on April 10, 2007. While the decrease in the number of elections affects both the Town Clerk and the Board of Registrars' budgets, increases in other areas offset some of these reductions in both Expenses and Purchase of Service. The Town Clerk portion of the budget represents an increase of \$3,071 over FY2007:

- Salaries: + \$2,471 includes salary adjustments and step increases as outlined in the PRD1 worksheet.
- Purchase of Service: + \$450 includes approximately \$50 in increased maintenance costs, \$200 for additional record binding, and \$200 in increased postage expenses.
- Expenses: Represents an increase of \$150 in the Dues/Membership category.

Total increase in Town Clerk portion = \$3,071.

Board of Registrars:

There are two scheduled elections in Fiscal Year 2008 – the Presidential Primary on March 4, 2008 and the Annual Town Election on April 8, 2008. While the decrease in the number of elections affect both the Town Clerk and the Board of Registrars' budgets, increases in other areas offset some of these reductions as follows:

Salaries: + \$8 includes salary adjustments and step increases as outlined in the PRD1 worksheet. Canvassers & Tellers portion of the Board of Registrars salary represents a reduction of \$11,435 due to a reduction in the number of elections from 3 to 2. The salary

cost per election is close to \$10,000 with 80 elections workers, custodial staff and office staff. Police details are paid by the Police Department.

Purchase of Service: (-\$945) includes increased costs in maintenance of +\$275 and reductions in election programming, (-\$800) and postage costs (-\$420) associated with absentee ballot processing.

Expenses: +\$50 includes minor increase in office supplies.

Total budget decrease for FY2008 = (-\$887)

Total Salaries Town Clerk/Board of Registrars: +\$2,184

Totals:

Town Clerk/1610 = \$148,733
 Board of Registrars/1620 = \$131,266

TOTAL – ALL: \$279,999 Representing a total increase of \$2,184.

PERFORMANCE MEASURES AND GOALS

Town Clerk:

The Town Clerk’s Office will be busy in Fiscal Year 2008 compiling the Annual Town Census and Street List, updating and maintaining the voting list, sending required reports to various state departments, recording the actions of the Annual Town Meeting and any Special Town Meetings as well as conducting the Presidential Primary and the Annual Town Election. Census returns average 85% each year. We then use a variety of methods such as telephone, voter registration, dog licensing to obtain as close to 100% as possible. The office continually addresses the needs of the residents on a daily basis issuing various licenses such as dog licenses, marriage intentions, Fish & Game licenses, Storage of Flammables registrations, business certificates, and licenses issued by the Board of Selectmen. The office receives and records Board of Appeals and Planning Board applications and certifies same upon the completion of the appeal period. The office administers and maintains the town’s vital records and issues close to 5,000 certified copies annually. The staff serves as commissioners to qualify the oath of office to state commissions and acts as agent to process passport applications.

FY2006 revenue totaled **\$176,343.29 compared with \$178,525.45** in FY2005 and **\$156,824.97** in FY2004. The following are total revenues by category:

	FY2006	FY2005	FY2004
Liquor Licenses	\$48,005	\$40,105	\$28,245
Other Licenses	\$19,776	\$19,424	\$18,441
Dog Licenses	\$25,096	\$24,809	\$23,735
Fish & Game (paid to Town)	\$293.40	\$279.95	\$305.10
Fish & Game (paid to State)	\$5,562.00	\$5,394.00	\$5,792.75

(Municipal clerks have the option of selling or not selling fish and games licenses. This does not bring in much revenue for the town. However, there are no other outlets for Needham residents to obtain these licenses. Thus we continue to offer this service.)

	FY2006	FY2005	FY2004
General Fees	\$69,421.62	\$79,882.80	\$73,735.00
Passports	\$6,900	\$6,210	\$ 7,260
UCC Fees from Sec. of State	\$1,288.27	\$2,420.70	\$ 3,691.04

Preservation of old town records continues with the completion of one volume in the fall of 2006. To date we have restored twenty-three volumes and hope to complete another volume in Fiscal Year 2008.

Document imaging of the Town Clerk's records and the Board of Selectmen minutes began in Fiscal Year 2005. At that time the Town Clerk's Records from 1900 through 2005 were scanned and put on disk for retrieval. Funding for the full retrieval program is on our wish list to use in combination with the MIS scanner to complete the record management search and retrieve program which could be available town wide.

Along this vein, the computerization of the town's vital statistics is a major objective for the Town Clerk's Office. We have been following the State Department of Vital Statistics' legislation for a statewide computerization of the vital records of the commonwealth. However it appears that this legislation is not moving forward and cities and towns are beginning to move forward toward local computerization. Because this legislation does not appear to be moving forward, we have begun entering our vital records into the town's computer system working from the present backward to 1711. This is a long and tedious process. Funding through the Community Preservation Commission may be a possibility and is being investigated by many cities and towns in Massachusetts.

Board of Registrars:

The Help America Vote Act (HAVA) passed by the federal government in 2004, continues to implement voting changes. Several new regulations currently in effect includes the voter ID requirement for new voters registering to vote after January 1, 2004, provisional ballots for voters whose name does not appear on the voting list on election day, and rejection of over voted ballots by the Accuvote scanning machines in order to allow voter corrections on election day. The mandate to provide one electronic handicapped voting machine per polling location will be on trial in several Massachusetts communities for the State Election on November 7, 2006. Full implementation for all cities and towns will be forthcoming and will required extensive training. Passage of Chapter 299 of the Acts of 2006 permits cities and towns to appoint poll workers from outside of the city or town, allows the appointment of no more than 2 election officers who are residents of the Commonwealth and 16 or 17 years of age to work on election day. The Secretary of State is also required to publish a Voter's Bill of Rights for posting at the polls and limits the ability of city or town clerks who administer elections from serving in certain capacities in certain political committees. Additional legislation could include the elimination of the checkout table, elimination of the cancellation device, election day registration and absentee balloting at will. Some legislation may become law and others may fall by the wayside.

Fiscal Year 2008 Proposed Budget

Performance measures under the Board of Registrars' division depend mainly on the number of elections per year and the amount of changes in election laws. We will continue to monitor proposed legislation carefully for future implementation.

PERFORMANCE REQUESTS RECOMMENDED BY TOWN MANAGER

None

PERFORMANCE REQUESTS DEFERRED BY TOWN MANAGER

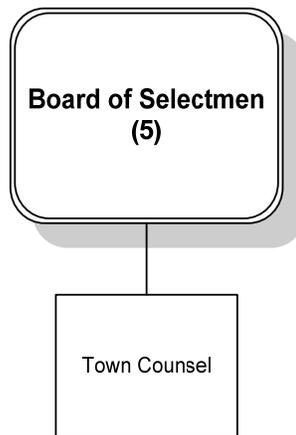
None

PERFORMANCE REQUESTS NOT RECOMMENDED BY TOWN MANAGER

None

Town Clerk & Board of Registrars	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Department Submission	FY 2008 Performance Budget	FY 2008 Balance Budget	Performance over Balanced
Salary	222,760	219,465	205,048	246,990	249,469	249,469	249,469	
Expense	29,495	26,758	25,408	30,825	30,530	30,530	30,530	
TOTAL	\$252,255	\$246,223	\$230,456	\$277,815	\$279,999	\$279,999	\$279,999	

TOWN COUNSEL



GENERAL PURPOSE

To provide attorneys to advise the municipal corporation and its various departments, boards, committees and commissions. To provide them with legal representation before all courts and administrative agencies. Provide comprehensive legal services to the municipal corporation such as drafting documents, rendering legal opinions, providing verbal advice or acting as the attorney for the Town before the various courts and administrative agencies.

OPERATIONAL CONSIDERATIONS

The demands on the department can vary significantly based on the activities and needs of the Town’s other departments. Town Counsel’s goal is to provide high quality service at reasonable costs.

PERFORMANCE MEASURES AND GOALS

Turn around time on requests to draft, edit or review by-laws, regulations, proposals and contracts. Meet with the Town Manager weekly to discuss status of Town matters pending in before Town Counsel. Meet with the Selectmen in executive session two times a month to discuss status of litigation or appropriate real estate negotiations.

PERFORMANCE REQUESTS RECOMMENDED BY TOWN MANAGER

None

PERFORMANCE REQUESTS DEFERRED BY TOWN MANAGER

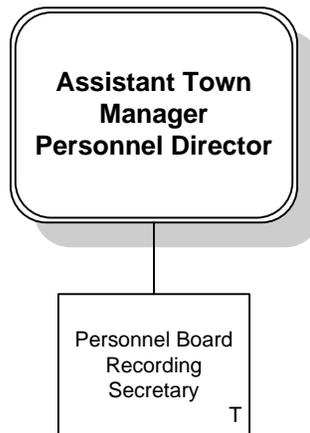
None

PERFORMANCE REQUESTS NOT RECOMMENDED BY TOWN MANAGER

None

Town Counsel	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Department Submission	FY 2008 Performance Budget	FY 2008 Balance Budget	Performance over Balanced
Salary	59,153	60,284	62,303	63,060	65,355	65,355	65,355	
Expense	265,923	192,856	223,131	173,500	193,500	193,500	193,500	
TOTAL	\$325,076	\$253,140	\$285,434	\$236,560	\$258,855	\$258,855	\$258,855	

PERSONNEL BOARD



GENERAL PURPOSE

The Personnel Board is created under MGL Chapter 41, Sections 108A & C. The Board functions as an oversight board over the Town’s human resources systems in accordance

with state law, local by-laws of the Town and advises Town Meeting on such matters as needed. The main areas of the Board's jurisdiction include:

- The Personnel Board shall report to the Board of Selectmen and/or Town Meeting, as it deems appropriate as to the status of human resource administration for the Town;
- If an Article is inserted in the warrant for Annual or Special Town Meeting with respect to the human resource system of the Town, a copy of such article shall be furnished to the Personnel Board by the Town Manager. The Personnel Board shall report its recommendation to Town Meeting with respect to such article.
- The Personnel Board will consult with the Town Manager, the Board of Selectmen and the Finance Committee on a motion to propose appropriations to fund the cost items of the collective bargaining agreements.

The Personnel Board has several objectives for FY2008 and beyond:

- Provide assistance to the Town Manager to conduct a classification study in accordance with the best practices;
- Continue to review and adjust employee grievances where necessary;
- Explore non-management pay for performance with the potential to recommend a program including elements of pay for performance to the Town Manager;
- Continue to review/comment on personnel policies and practice to remain current in the field of human resources and consistent with state and federal laws;
- Continue to examine position classifications where necessary to ensure operations remain current and best suited to the needs of the Town.

PERFORMANCE MEASURES AND GOALS

The Board will have classification studies done for each employee group on a five (5) year cycle as a way of keeping in tune with our marketplace.

FY07 Accomplishments: Completed the classification study of the Manager classification or (M). Which involved working with an outside consultant, discussing new methodologies, reviewing prior studies and then determining the methodology that would work best for Needham, which was a hybrid approach that factors external “our market” comparisons and internal comparisons along with reviewing our Rates and Compensation Policy (#423).

The Personnel Board has begun to review, update and revise the Town’s personnel policies to comply with our new form of government and changes in the laws.

The Personnel Board also was involved with several personnel matters in FY07 including: new position descriptions, classification of new positions, reclassification of existing positions, grievances and other personnel related matters.

Objectives: Continue to work with the Town Manager to update policies and forms to be in compliance with the new Town Charter and Federal and State Laws 1) Personnel Polices and 2) Application Forms.

PERFORMANCE REQUESTS RECOMMENDED BY TOWN MANAGER

None

Fiscal Year 2008 Proposed Budget

PERFORMANCE REQUESTS DEFERRED BY TOWN MANAGER

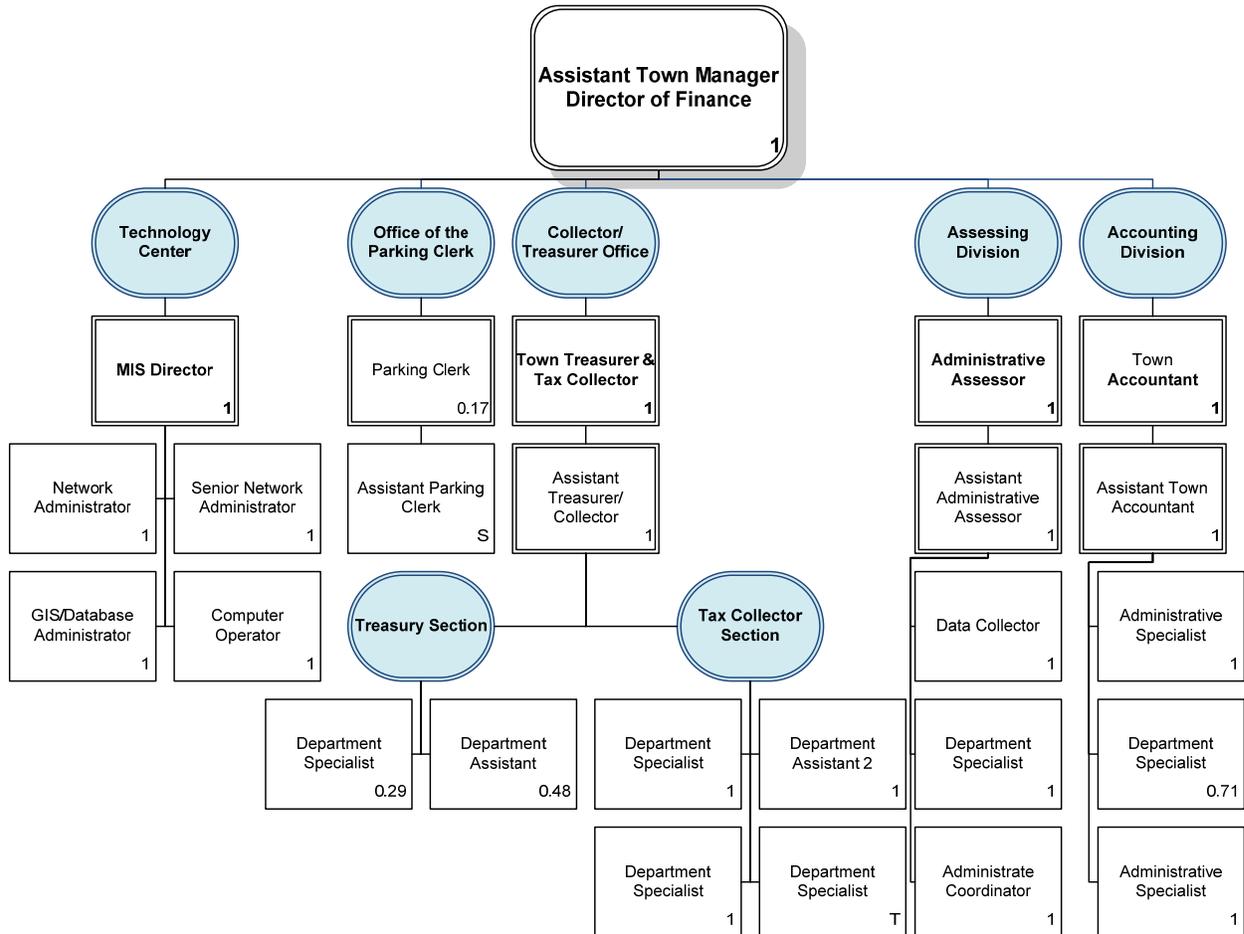
None

PERFORMANCE REQUESTS NOT RECOMMENDED BY TOWN MANAGER

None

Personnel Board	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Department Submission	FY 2008 Performance Budget	FY 2008 Balance Budget	Performance over Balanced
Salary	427	3,999	2,231	1,601	1,601	1,601	1,601	
Expense	9,920	10,000	12,500	10,000	10,000	10,000	10,000	
TOTAL	\$10,347	\$13,999	\$14,731	\$11,601	\$11,601	\$11,601	\$11,601	

FINANCE DEPARTMENT



GENERAL PURPOSE

The Finance Department is made up of six divisions, the Office of the Finance Director, the Accounting Office, Assessing Office, the Information Technology Center (ITC), Office of the Parking Clerk, and the Office of the Tax Collector and Treasurer. The department is

responsible for the overall financial management of the Town including advising and updating Town administration, Board of Selectmen, Finance Committee, and other interested parties on the Town's overall financial condition. Services provided, but not limited to, includes: providing information for long range financial planning, cash and debt management, internal financial controls, audit review, compliance with the uniform procurement act, property valuation, citizen assistance programs, and supporting all aspects of the Town's information systems operations. The department assists in the preparation of the annual budget for submission to Town Meeting. Please refer to the attached DSR-1 forms for the five divisional breakdowns.

The Assistant Town Manager (ATM) - Finance Director supervises and directs the Administrative Assessor, Management Information Systems Director, Parking Clerk, Town Accountant, and the Town Treasurer/Tax Collector. The office oversees the risk management planning and directs non-employee insurance operations. In the area of budgeting and finance, the position prepares the annual revenue forecast; an annual analysis of enterprise fund user rates; analysis of the issued and proposed debt; assists department heads, town administration, Board of Selectmen and the Finance Committee with the budget submission to Town Meeting. In addition, the office prepares, coordinates and assists in the submission of an updated Capital Improvement Plan to the Board of Selectmen. The office coordinates the preparation of the annual tax recapitulation sheet for certification by the Department of Revenue. The position ensures an annual audit is conducted by an outside independent audit firm and that a report is made. The ATM - Finance Director advises and promotes recommended good financial practices, as well as monitors and updates Town administration, the Board of Selectmen and the Finance Committee on the impact of existing and proposed general laws on the financial condition of the Town. The Finance Department also assists in the review of fees as part of its mission. The department is responsible for the collection and accounting of numerous fees and charges, most fees are set by external forces, i.e., state law, regulation, public body, etc. Please refer to the attached DSR-1 forms for the five divisional breakdowns.

OPERATIONAL CONSIDERATIONS

The Department's budget is driven by Federal, State, or local requirements; financial and budgetary work resulting from the services and operations provided by municipal and school departments to residents young and old, taxpayers, commercial operations, commuters, and visitors. The primary functions of the Finance Department are to protect the financial assets of the Town; monitor and enforce procurement regulations, and ensure that spending is consistent with appropriations. It is our responsibility to accurately calculate property valuation and tax assessments. The department processes bills and collects revenues that are due the Town. The Technology Center maintains the Town's IT networks and other system wide technology operations. The department coordinates the municipal and commuter parking operations with other departments and agencies, and is the office that handles parking fine appeals. Many activities of the department are highly regulated and are required to be done. Other department activities that are not required by law, but have arisen from other efficiency or cost saving efforts, or are just in keeping with sound business practices, have transferred work (and incurred expense) from other departments to the Finance Department. Indeed, the greater reliance and use of technology has allowed other departments to better perform their functions. By converting manual operations and procedures to computerized or some other technology assisted process, the

speed, accuracy, and/or depth of information has provided the means to continue providing services with the same staff level, which would make the elimination of the technology more expensive for the Town rather than a cost savings.

Although the Finance Department must track and account for numerous revolving funds and grants, it does not have any for its own operations. All monies generated by the department go to the general treasury. No position in the Finance Department is funded by a revolving fund, but the department has used the services of senior volunteers to do some work and the ATM - Finance Director had relied on a part-time staff member in the Veterans Services department to do some clerical tasks and routine correspondence, but with the elimination of that position effective the current year, response time to general inquiries and potential claims has lengthened.

The department has also had turnover in several positions during the past 18 months. The incumbents all have been hired at less than the prior individual in the position. This has resulted in an overall lower increase in personnel cost for FY 2008 (some of the individuals were hired at or near entry level pay, the percentage increase in pay in subsequent years will be higher, although the dollars will be lower). We also had the addition of an Assistant Town Accountant in the Accounting office. The position was recommended and supported by the Town Manager and the Finance Committee last year for FY 2007. An individual was hired into the position this fall. Although we were able to fill the Assistant Town Accountant at the lower end of the pay scale, due in part to less experience and UMAS knowledge, the Town will need to invest more in training and educational opportunities to ensure the "best" value is received from the person serving in the position. Furthermore, all the three support staff positions, payroll and accounts payable, in the accounting office have also had turnover during the past year. This has opened new opportunities as well as new challenges to be addressed.

Some budget amounts have been reallocated to reflect the type of expenditure. This is in keeping with the need to properly track expenditures by object code. At this point in the budget process, if the departmental budget needs to be reduced below the level service submission, such reduction will most likely be personnel resources. Any reduction in staff will further infringe on the Department's ability to respond to the administrative, financial, and operational demands of the Town. This, in time will negatively affect the ability of other town departments to carry out their mission; town boards' and committees' access to information; the integrity and security of the Town's financial assets; and adherence to Town Meeting appropriations.

The **FY 2008 budget submission** is \$1,934,651 which is \$31,555 or less than two percent (1.66%) over the FY 2007 budget. After the \$18,330 required transfer for approved salary and wage adjustments is included in the FY 2007 total, the increase is \$13,225 or 0.69% over the FY 2007. An additional \$12,000 has been requested through a DSR-4 form for the Accounting, Assessing, Collector/Treasurer, and Parking Clerk divisions. Below is a summary of the changes.

Salary and Wages:

The FY 2008 submission is **\$23,908 higher** than the current FY 2007 budget of \$1,235,907, an increase of less than two percent (1.93%), and less than one percent (0.44%)

after the transfer. The level service submission does not include any new additional staff; the 21.83 FTE's for FY 2008 is the same, as FY 2007. The submission does include step and longevity increases, if applicable, for the fourteen (14) employees who are members of the ITWA unit based on the union contract which expires June 30, 2007, but no cost of living allowance, if any, for FY 2008. Step and longevity increases, if applicable, for the two non-represented assistants, longevity pay increases for the two department managers who are "grandfathered" under the previous compensation plan, and the non-benefited part-time positions rates are based on the current classification and compensation plan. Merit pay increases for managers, if any, for FY 2008 would be funded through the salary reserve funded by Town Meeting. This budget now shows an estimate for **overtime expense in ITC of \$8,350** for work that is done after normal business hours, and during weekends and holidays. The history of overtime expense for ITC is \$10,889 for FY 2006; \$5,788 in FY 2005, and \$7,595 in FY 2004. The actual amount of overtime pay would have been higher, but some employees chose compensatory time in lieu of pay. Five hundred dollars was added for the Assessing office for after hour work, if necessary, and when required, to complete the tax rate setting and abatement application work. The overtime allowance for the Accounting office and the Collector/Treasurer's Office has been level funded at \$500 and \$2,000 respectively. There are no DSR-4 requests for additional personnel.

Services, Supplies, and other Expenses:

The FY 2008 submission is **\$7,647 higher** than the current appropriation or 1.18% more. The total increase in services is \$3,227 or 0.60% over FY 2007. The increase of \$877 in **rental and leases** pays for the annual support and license agreements for the numerous applications supported the ITC. Although some pricing is expected to increase by five percent or more, the elimination of some older products and the resulting savings are being used to offset those higher fees. **Professional and Technical** services are \$2,350 higher for costs associated with professional accounting services. The Town has used an accounting service to assist with the progress payment requests for the High School project to the Massachusetts School Building Authority (MSBA) in order to ensure payments will be sent by the MSBA to the Town in a timely manner in order not to incur interest expense for the State's share of the project cost, and to minimize the amount of interest that the Town would pay for its share of the expense. We anticipate that the annual independent financial audit fee to be stable for FY 2008. We have not increased the **communications** line, although there has been a suggestion that a significant postage rate increase may be approved during FY 2008. At this point we are not requesting an increase until more definitive information is offered by the USPS. Should postal rates be increased, if necessary, a supplemental request will be made. The department's basic operational supplies, expenses, and equipment are classified under **office supplies, other supplies and equipment**, and **other expenditures**, the total of these three object codes for the current year is \$78,490; FY 2008 is \$3,010 higher or \$81,500. The increase reflects the higher cost of basic office supplies used by the department, and technology products, e.g., ink cartridges and toner for printers and copiers, other consumables (special paper, labels, folders), and replacement parts for equipment that is repaired by ITC staff for all Town departments. The **travel and conference** line shows an increase of \$1,070. This increase consists of \$250 for the new accounting staff to attend a training session, \$750 for training and seminar attendance by the Assistant Town Accountant as well as attendance at the professional educational sessions offered by the Massachusetts Accountants and Auditors Association, and \$70 for job related travel by the Finance Director. **Dues and**

Subscriptions line shows an increase of \$340 which is for the professional dues payable by the Accounting office, and \$90 by the Collector/Treasurer.

The department has one DSR-4 request which reflects four divisions within the department in the amount of \$12,000. This is to allow the department to send out some of the many long-term and permanent records to a storage facility. The proposal would pay for the cataloging, pick-up, storage and when required, retrieval of the records from a storage facility. We expect the initial phase will be more costly because of the preparation work. Monthly (annual) fees and service charges will be incurred, and hence this request would be recurring if approved.

Operational Capital:

The FY 2008 submission of \$20,000 is **level funded**. This is an annual amount for the purchase of replacement PCs, low end servers, and laser printers.

PERFORMANCE REQUESTS RECOMMENDED BY TOWN MANAGER

None

PERFORMANCE REQUESTS DEFERRED BY TOWN MANAGER

None

PERFORMANCE REQUESTS NOT RECOMMENDED BY TOWN MANAGER

\$12,000 for Records Storage

Finance Department	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Department Submission	FY 2008 Performance Budget	FY 2008 Balance Budget	Performance over Balanced
Salary	1,043,306	1,046,646	1,109,718	1,235,907	1,259,815	1,259,815	1,259,815	
Expense	550,726	527,155	623,984	647,189	666,836	654,836	654,836	
Capital	3,255	19,949	27,000	20,000	20,000	20,000	20,000	
TOTAL	\$1,597,287	\$1,593,750	\$1,760,702	\$1,903,096	\$1,946,651	\$1,934,651	\$1,934,651	

FINANCE/ACCOUNTING DIVISION

GENERAL PURPOSE

The Accounting office ensures that all receipts and expenditures are being collected and disbursed in accordance with the law and the municipality's policies, as well as the operating budget. The Accounting office also reviews all expenditures to ensure that money has been appropriated, as well as there is available appropriation to expend. Financial reports are prepared by the Accounting office as well as providing financial information and support to all Town Departments, Boards, Financial Institutions, and State, Federal and Local Agencies, as well as tax payers in the Town of Needham.

- Processing weekly Payroll for the Town and School Departments
- Processing weekly Accounts Payable for the Town and School Departments
- Reviewing daily cash receipts for the Town and School Departments

- Maintenance of Fixed Assets and Infrastructure for General Fund and Enterprise Funds
- Reconciliation of all funds - General, Capital, Special Revenue, Trust & Agency, Debt and Fixed Assets
- System Administration for the Financial Software Package town-wide, as well as providing training to town staff.

OPERATIONAL CONSIDERATIONS

The Accounting office runs under many deadlines. Accounts Payable and Payroll are both processed weekly. Both of these tasks must be accomplished, as there are vendors waiting to be paid, as well as the employees must be paid. There are monthly closings that must be done, as well as quarterly closings and yearly closings. There are many State and Federal reports that must be filed by certain deadlines, as well as the annual audit. With the addition of the Assistant Town Accountant, making these deadlines will be more easily attained. Also, when staff positions are vacant for any reason, having an Assistant Town Accountant will be of most value, as the office should be able to provide timely service to departments. We will be able to maintain all department requests, as well as the day-to-day workload that would be affected by the vacant staff position, eliminating any backlog that used to occur prior to not having an Assistant Town Accountant. There is an increase to the Expense portion of the accounting budget due to the Assistant Town Accountant. Travel & Conferences and Dues & Subscription have increased to allow for the Assistant to become a member of the various associations, as well as attend training. The increase in the Professional Services is audit related costs.

PERFORMANCE MEASURES AND GOALS

Continue to work with the financial software vendor in making improvements to the financial software package.

To begin utilizing some features which have not been utilized in the past to more streamline the accounting office. i.e.: e-mailing of Purchase Orders rather than actual printed hard copies.

Monthly reconciliation of all 200 plus funds to ensure a timely fiscal year end closing, which should shorten the length of the annual audit process.

Ensuring that purchase orders are created by departments prior to the invoice coming in, rather than creating once the invoice has come in. This will ensure compliance with the Town of Needham's purchasing policy.

Improving submission of the A/P edit batches, to eliminate the need for batches to be held up due to department errors in the entry process. This will ensure that invoices are paid timely, rather than being held up due to errors, thereby possibly costing the town late fees, etc.

Promote direct deposit for payroll, to eliminate the issues of lost checks, destroyed checks, etc. Currently, we have approximately 40% on the general weekly payroll that use direct deposit, and about 70% of the school bi-weekly that are utilizing direct deposit.

FINANCE/ASSESSING DIVISION

GENERAL PURPOSE

The primary function of the Assessing Department is to value all Real Estate (Residential, Commercial and Industrial) and Personal Property in the Town of Needham for the purpose of “**ad valorem**” taxation. This process involves discovering, listing and valuing over 9,500 residential properties, which includes single-family, multi-family homes, condominiums, and apartment buildings. There are also 400+ Commercial and Industrial properties and over 1,000 Personal Property accounts which must be reviewed on an annual basis. The office also receives from the Registry of Motor Vehicles over 30,000 motor vehicle excise records which must be processed and committed to the Tax Collector 30,000 for collection in any given year.

In addition to the items listed above, the Assessing Office is responsible for the following:

- 1) Administration and record keeping for numerous statutory exemptions for veterans, the elderly and disabled and hardship cases.
- 2) Administration of Statutory and Community Preservation Act exemptions.
- 3) Providing data to the committee overseeing Needham’s “in house” property tax relief program.
- 4) Continuous updating of tax map information due to property sales and subdivisions.
- 5) Yearly tracking of additions in value triggered by the building permit process and computation of “New Growth”.
- 6) Monitoring and recording all changes in property ownership through information received from the Registry of Deeds.
- 7) Submission of data to the Department of Revenue to facilitate receipt of matching CPA funds from the state.
- 8) Conduct ongoing state required cyclical inspection of all properties in Needham.
- 9) Timely inspection of all property sold in Needham.
- 10) Receive and process all Real Estate and Personal Property abatement applications within statutory timelines.
- 11) Represent the Town of Needham at the Appellate Tax Board or negotiate settlements with taxpayers before hearings.
- 12) Production of meeting minutes for all meetings of the Board of Assessors.
- 13) Provide Certified Abutter’s Lists on request, as well as processing numerous requests for information contained in the Assessor’s database.
- 14) Assist realtors, appraisers and taxpayers seeking information on Needham’s 10000 + Real and Personal property accounts.
- 15) Supply Board of Selectmen with all information required in the setting of the tax rate at the annual Classification hearing.

OPERATIONAL CONSIDERATIONS

Our nine-year cycle of inspecting all of Needham’s properties began anew in FY 2006 and will continue into the foreseeable future. Since we have two qualified field people, interdepartmental vehicle sharing would be a plus in speeding up the progress on this project. As mentioned previously, some of our office equipment, including the copier, date stamp and digital camera, while still functional, are becoming “tired”. Higher fuel and postage cost must also be taken into account. The postage considerations include not only

an increase in standard mailing cost, but a greatly increased use of certified mail in order to build a foundation to defend the town against Appellate Tax Board (ATB) appellants, who fail to respond to requests for information. Recent legislation with regard to expanded eligibility requirements for property and vehicle excise exemption for veterans will undoubtedly increase the load on the exemption and excise clerks since a significantly greater number of veterans and/or their surviving spouses will be eligible to apply.

PERFORMANCE MEASURES AND GOALS

FY 2006 saw the successful completion of the State mandated Triennial Re-certification process. More careful tracking and monitoring of the building permit process, and recollection of Personal Property information by an outside vendor for the first time in almost a decade, produced a substantial amount of new growth. Successful administration of the Community Preservation Act, in conjunction with the Collector/Treasurer's office allowed over 2.5 million dollars to flow into the Community Preservation Fund. As a result of the restructuring, which put the Assessing Office under the umbrella of the Finance Department, interdepartmental communication and co-operation have improved. The temporary loan of a car from another department, which was possible due to a maternity leave, allowed our project of getting digital pictures of all the Town's properties on line to take a big step forward. Unfortunately we are back to paying our "photographer" mileage when he uses his personal vehicle. The conversion of our database to the upgraded CAMA software, while not coming in time for the '06 revaluation, shows great promise for the future. Required reports, that used to take hours to run, are now completed in minutes. Furthermore, complicated data requests by taxpayers and vendors can be responded to in a fraction of the time they took previously. All departmental members will continue to expand their abilities to use these new tools to their full potential, not only in the execution of their day to day duties, but in preparation for the FY 2009 revaluation. Some bugs in the program still need to be worked out, but the department hopes to do that in the coming fiscal year in conjunction with representatives of the Department of Revenue.

FINANCE/PARKING CLERK

GENERAL PURPOSE

The Parking Clerk, required by MGL Ch 90, Section 20A, adjudicates parking tickets issued by the Police Department and Parking Enforcement Officers. In conjunction with the Collector/Treasurer's office, the Parking Clerk is responsible for hearing appeals to disputed tickets assuring that all delinquents are forwarded to the registry of motor vehicles for non-renewal of driver's license and/or registration. The submitted budget is level.

The primary functions of this office consist of interpreting the Town of Needham By-Laws to the satisfaction of parking ticket disputes, conducting the research necessary to substantiate judicial decisions, both written and verbal customer communications, All Night Parking Permit record keeping and customer service functions, serving as a member of the Parking Committee for All-Night Parking Permits as well as the forwarding any information pertaining to MBTA collection problems, lot conditions and signage discrepancies to the appropriate town departments.

OPERATIONAL CONSIDERATIONS

The Parking Clerk is required to conduct office hours at convenient times for the commuting public. It is also necessary for the Parking Clerk to drive to various locations in Needham to view actual parking sites or postings. The Parking Clerk must be available at mutually agreed upon times to meet with other members of the Parking Committee to review All-Night Parking applications. An Assistant Parking Clerk is needed to perform daily clerical functions pertaining to the payments, the Registry of Motor Vehicle reports and the data submissions to MMA. The Assistant Parking Clerk should also be available to respond to customer concerns during normal business hours.

PERFORMANCE MEASURES AND GOALS

The Parking Clerk keeps detailed records of all parking ticket appeals, communications with the customer and procedures followed. This information may be reviewed to determine the validity and accuracy of all research involved in the decision making process.

FINANCE/ INFORMATION TECHNOLOGY CENTER

GENERAL PURPOSE

The Information Technology Center (formally MIS) maintains all hardware and software for all Town departments. It maintains the budget for all computer hardware and software for public safety functions. It provides support for all aspects of the Town's data processing operations. Geographic Information Systems (GIS) has become an integral part of this department and supports departments with maps and geographical information. With the installation of a fiber network throughout all Town and School buildings, ITC has established a wide area network connecting all public buildings to in-house servers for email and Microsoft Office products. The ITC created and maintains the official Needham Web Site - www.town.needham.ma.us – which provides information to Town departments to the public. This site is being further developed, and plans for the future will take advantage of the many new technologies to provide better access and update capabilities for departments. Many of the major departments are taking full advantage of its potential to disseminate information. The ITC continues to provide services for all departments with new applications and creative thinking.

To ensure that all hardware, from the IBM AS/400 to PCs and printers function properly. To install all software for all systems and servers. To maintain the network and protect it against viruses and other network hazards. To install and insure that all HTE financial and all application software is installed and kept up to date.

OPERATIONAL CONSIDERATIONS

All systems and applications must be running properly at all times. Down time affects all departments. Systems are available 24 hours a day, although the department officially works a normal day shift. Software and hardware contracts are increased by 5% each year. This has been an average that has been used for all contracts over many years and has worked well, as some companies have a higher increase while others have less. At budget time, most increases are not known.

New applications are added by department requests, or the result of a need to improve a system, or protect the network. All new and updated software come with increase in annual

maintenance cost. This year additional virus and network security software was added with and annual increase of \$3,300.

Training for all departments is one of the Technology Center's responsibilities. Users of the Microsoft Office products are constantly being trained, as well as the HTE applications in both the financial and public safety. New applications with new data bases and new operating systems have caused an increase in the need for training for the ITC staff.

Technology Center also purchases all computer supplies for all departments; this includes all forms, toners, ink cartridges, storage devices, anything that is used with a computer to process any of the many applications. The supply budget is increased by \$3,000 to cover increased costs of these products.

PERFORMANCE MEASURES AND GOALS

That the department experiences minimum down time for any of its systems. The updating of current software and the expansion of the network and additional applications.

The Web site has consistently increased in the number of monthly hits by the public. Departments and committees continue to request more space and content on the site. IT has reached a point where it is difficult to keep up with the many requests received. The department is doing a full study of various software products which will provide better service and allow each department to maintain its portion of the site

The Permit streamlining project continues to grow and include other departments. Recently the Town Clerk's department and the Selectmen's office staff have been added to the application and trained in its use.

FINANCE/TREASURER / COLLECTOR

GENERAL PURPOSE

The mission of the Collector/Treasurer is to provide timely processing of bills and receipts; to ensure that the funds of the Town are invested prudently, available when needed and earn the highest yield possible. The Treasurer's office shall endeavor to efficiently serve the public in a professional manner, operating within the constraints of Massachusetts General Laws.

The Collector/Treasurer's office is responsible for collecting all committed revenues due the Town. In FY 2006, Approximately 77.0 million in billed revenue flowed through the Collector/Treasurer's office including Real Property Taxes (39,730 bills) \$66.1million; delinquent and deferred taxes \$279,000; Personal Property Taxes (3,642 bills) \$1.9 million; Motor Vehicle Excise (28,830 bills) \$4.6 million. Ambulance fees of \$528,393; Payment in Lieu of Taxes \$131,865; MBTA Parking Fees \$273,000; Penalties and Interest \$262,371; Hotel Tax \$313,962; Building Permits \$1,419,702, and miscellaneous receivables and departmental receipts of \$1.2 million.

Water and sewer revenues collected during FY 2006 (45,349 bills) was \$14.0 million and RTS fees of \$1.5 million including \$463,358 from the sale of Pay-Per-Throw bags.

In the area of cash management, the Treasurer manages Town funds. General Fund investment income earned during FY 2006 was \$1,841,351.

In the area of debt management the Treasurer has the responsibility for the sale of all Notes and Bonds. In this capacity, the Treasurer establishes the time and structure of debt in accordance with State Laws and to accommodate the needs of Town. During FY 2006, \$8,393,956 in short term debt was issued and \$3,346,000 in long term bonds was sold.

OPERATIONAL CONSIDERATIONS

External Pressures: The implementation of monthly billing for all Commercial accounts and the restructuring of the step consumption amounts has resulted in more time spent working with the rate payers. Implementation of the Community Preservation Act creates more questions and demands more of the staff's time to explain what it is and how it is calculated. More and more individuals are paying through their home computers. As of FY 2006 we were not able to accept these payments electronically. This resulted in an increased amount of checks received without proper identification relative to what the individual was paying. **Internal Pressures:** The implementation of new G.L. software has caused a delay in processing information for Internal consumption. Reconciliations have become more labor intensive due to the change in the way the new software interfaces with our modules.

PERFORMANCE MEASURES AND GOALS

Work with Town Accountant to implement the new General Ledger software. Incorporate on line bill paying as an option for the payment of municipal charges. Work with bank to facilitate the acceptance of payments electronically from those currently using their personal computer to pay bills through a service provider. Improve the methods by which RTS stickers sold.

Goals:

The following Goals from FY 06 have been accomplished as follows:

Mail Real and Personal Property tax bills by third week in the month prior to the month before actual due date. In FY 2007 the Real and Personal Property tax bills were mailed as follows:

<u>Description</u>	<u>Due Date</u>	<u>Date Mailed</u>
First quarter	August 1, 2006	June 26, 2006
Second Quarter	November 1, 2006	September 19, 2006
Third Quarter	February 1, 2007	Target December 22, 2006
Forth Quarter	May 1, 2007	Target March 23, 2007

State statute requires that bills be mailed on or before the last day of the month prior to the actual due date.

Municipal Lien Certificates completed within 10 days of receipt. 99% of Municipal Lien Certificates are being completed within 6 business days of receipt. The remaining 1% is completed within the 10 days.

RTS statements mailed by last working day of each month. Statements are currently being mailed on the last business day prior to the 20th of each month. This has happened each month in FY 2007.

Water and Sewer billing completed by the 15th of each month. Mailing dates for FY 2007 have been as follows: July 12, 2006, August 16, 2006, September 14, 2006, October 12, 2006, and November 14, 2006

The schedule as established for the balance of the fiscal year reflects mailing dates from the 11th in January to the 15th in June.

Cash Receipts: All cash is deposited to the bank daily. Many people are paying bills through an independent third party bill paying service. To accommodate this arrangements have been made with a bank to accept payments electronically. Prior to this system we were receiving checks which required an extensive amount of research and handling. This was consuming a staff person an entire day to just process payments. The increased workload was beginning to create a disaster in relation to work flow.

RTS Sticker Sales mailed by the 1st of December: The sticker applications for 2007 were mailed on December 1, 2006.

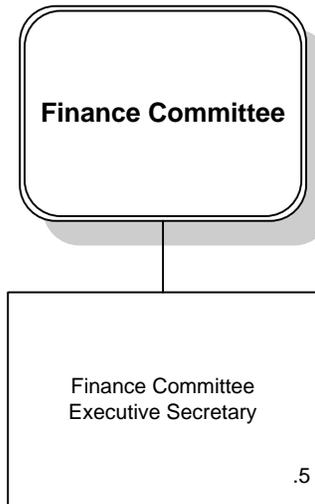
Parking permits...renewal April 30....Applications for renewal must be mailed by April 15. This is still a goal and no problems are anticipated in complying.

Since the goals listed above are not just one time accomplishments but must be attained every year I would reiterate the same list for Fiscal Year 2008.

In addition for Fiscal Year 2008:

- Put in place procedures and set specific dates for the reconciliation of receivables and cash to be completed prior to the 20th of each month. This schedule is currently in place for Fiscal Year 2007.
- Mail all statements relative to Miscellaneous Receivables within 35 days of the bill date.
- Demand payment of all Miscellaneous Receivables within 45 days following the date of the invoices.
- Motor Vehicle Excise: Expedite the processing of demand bills to be mailed within 45 days of the date of the original bill and turned over to the deputy tax collector within 60 days.

FINANCE COMMITTEE



GENERAL PURPOSE

Pursuant to Town by-laws, the nine member Finance Committee is appointed by the Town Meeting Moderator to recommend a balanced operating budget to Town Meeting and to advise Town Meeting members about all warrant articles having a financial implication. Under Massachusetts law, the Finance Committee “shall consider any or all municipal questions for the purpose of making reports or recommendations to the town.” In order to accomplish its purpose, the Finance Committee meets regularly so that it is in a position to recommend a balanced budget as well as make sensible and informed recommendations on all financial matters found within the Town Meeting warrants.

Review and analyze town-wide expenses, department budgets and requests, enterprise funds and capital requests. Prepare the main motion at Town Meeting on the Operating Budget, and make recommendations to Town Meeting about all warrant articles having a financial implication.

PERFORMANCE REQUESTS RECOMMENDED BY TOWN MANAGER

None

PERFORMANCE REQUESTS DEFERRED BY TOWN MANAGER

None

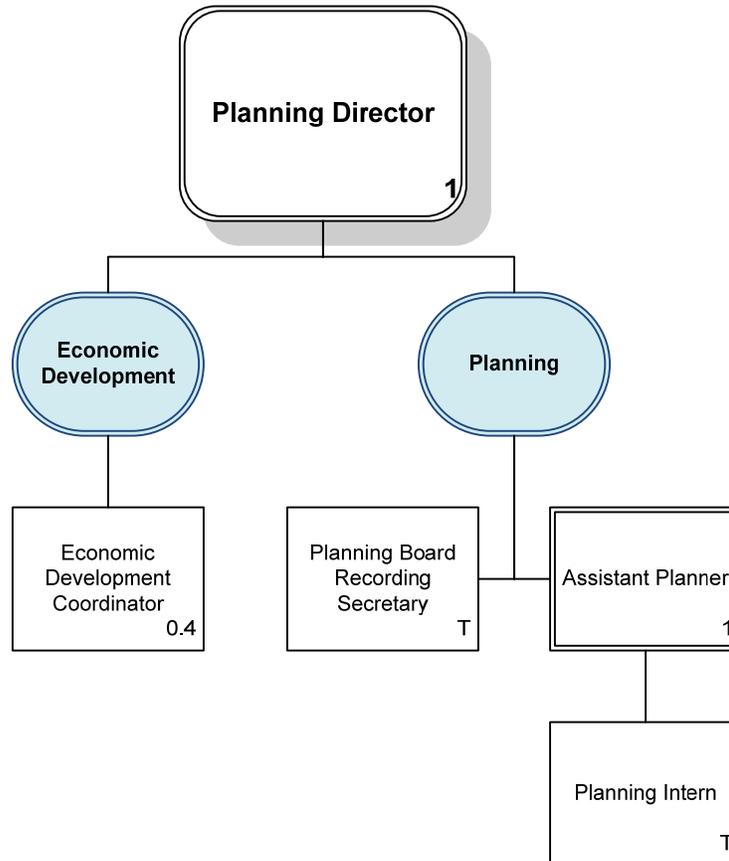
PERFORMANCE REQUESTS NOT RECOMMENDED BY TOWN MANAGER

None

Finance Committee	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Department Submission	FY 2008 Performance Budget	FY 2008 Balance Budget	Performance over Balanced
Salary	23,521	25,625	24,194	26,545	27,851	27,851	27,851	
Expense	685	430	635	650	650	650	650	
TOTAL	\$24,206	\$26,055	\$24,829	\$27,195	\$28,501	\$28,501	\$28,501	

LAND USE & DEVELOPMENT

PLANNING BOARD



The Planning Board is charged with broad statutory responsibilities (MGL, Ch. 41 S. 81-A/D) to guide the physical growth and development of Needham in a coordinated and comprehensive manner. More specifically, the Board is legally mandated to carry out certain provisions of the Subdivision Control Law (MGL, Ch. 41, S. 81K-81GG) and of the Zoning Act (MGL, Ch. 40A). These legal responsibilities are reflected locally in the specific provisions contained in the Subdivision Regulations and Procedural Rules of the Planning Board and in the Town's Zoning By-Law.

The yearly objectives of the Planning Board are based directly on the statutory responsibilities and legal provisions listed above. Specifically, the Planning Board reviews all proposed subdivisions of land under the provisions of the Subdivision Control Law and administers the provisions of the Town's Subdivision Regulations and Procedural Rules.

Under Zoning By-Law provisions adopted at the 1985 Annual Town Meeting, the Planning Board also acts as the special permit granting authority for certain types of prescribed development projects. Planned Residential Developments, Residential Compounds, and "Major Projects" under the Site Plan Review By-Law all require special permits from the

Planning Board. The Board is also responsible for making advisory reports to the Building Inspector on "Minor Projects" under the Site Plan Review By-Law. Proposals for amendments to the Zoning By-Law and Zoning Map are reviewed, and after public hearing, corresponding reports with recommendations are rendered to Town Meeting. All applications for zoning variances and special permits to the Board of Appeals are reviewed and written recommendations are made by the Planning Board. The Board is responsible for the continuous review and update of the Zoning By-Law and Map, the Subdivision Regulations, and its Procedural Rules as a special permit granting authority. In the area of long-range or policy planning, the Planning Board has as a major responsibility the maintenance of an up-to-date Master Plan, which is used as a guidepost for decisions regarding future growth and development of the Town.

OPERATIONAL CONSIDERATIONS

The Planning Board will be seeking the approval of the Town Manager to add the position of Administrative Assistant in Planning as recommended in the Permit Streamlining study. This will enable the professionally trained staff in the planning department to give much needed technical support to the permitting function. Should the Planning Board be successful in that effort, the costs associated with the additional staff would have to be added to the Board's fiscal year 2008 salary account. It is anticipated that \$35,000 additional dollars would be required to fund the new position.

Additionally, the Planning Board is requesting that \$3,500 be placed within the Travel/Conference account to provide the funding necessary to enable the Planning Director and the Assistant Planner to attend the American Planning Association's National Conference.

Finally, the position of Economic Development Coordinator was added to the Planning Board's Fiscal Year 2008 Budget. This position was originally funded in the Fiscal Year 2007 Selectmen's budget request. For fiscal Year 2008 the Planning Board is seeking permission to increase the hours of the Economic Development Coordinator from a part-time position to a full-time position. Presently the position is funded for 15 hours per week at the NR-4, Step 9 level for an annual cost of \$21,988. The full-time position would require an anticipated expenditure of \$54,759 for an increase of \$32,771 plus benefits.

In fiscal year 2004, Needham, through its Planning Department, joined the Home Consortium based in Newton, making available \$67,866 on an annual basis to be used for affordable housing purposes. A new edition of the Zoning By-Law has been printed which incorporates the amendments of the last year and the Engineering Department has updated the zoning map for sale. Additionally, the Board reviewed and then increased its fees on all permits issued under its jurisdiction. Accordingly, revenue from permits, sales of the Zoning By-Law and the Zoning Map are expected to increase over the upcoming fiscal year. The above-described items constitute the major anticipated change in revenue for FY 2007.

	FY '04	FY '05	FY '06	FY '07
Application Fees	\$6,423	\$15,576	\$20,298	\$21,000
Zoning By-Laws	\$1,620	\$1,185	\$750	\$900

	FY '04	FY '05	FY '06	FY '07
Zoning Maps	\$930	\$1,020	\$600	\$800
Subdivision Regulations	\$ 75	\$36	\$15	\$15
Grants/Donations	\$97,866 ^a	\$67,866 ^b	\$129,761 ^c	\$67,866 ^b
Total	\$106,914	\$85,683	\$144,529	\$90,581

^aCommunity Development Planning Grant (\$30,000) and Home Program (\$67,866).

^bHome Program (\$67,866 received).

^cHome Program (\$67,866 received), Smart Growth Grant (\$30,000) Private Sector Contributions (\$31,895).

*Projected revenue to June 30, 2006

PERFORMANCE MEASURES

A comprehensive planning study focused on improving and enhancing Needham Center is planned for fiscal year 2007-2008. Funding for the \$80,000 study comes from a \$30,000 state grant, \$25,000 raised through local business contributions, and \$25,000 raised by Town Meeting appropriation. The plan is intended to engage the Town, including municipal officials, citizens, business interests, property owners, and, where appropriate, federal and state transportation agencies, in a focused and prioritized planning effort to improve the downtown area. The potential for Needham Center is great, but has been limited by the lack of an updated cohesive vision for the future and the coordinated decision-making that would follow from that vision. To assure that Needham Center continues to serve its important social and economic function, the proposed comprehensive planning process would achieve two primary objectives: 1) develop a cohesive comprehensive plan for the future of Needham Center, which addresses the land use, infrastructure, parking and traffic issues; and 2) educate and involve the community during plan development to assure a planning effort supported by a broad range of community representatives.

The Planning Board is presently completing a codification of the Town's Zoning By-laws. The Zoning By-Laws of the Town date from the early 1950's and have been extensively modified and amended during the subsequent years. The last codification was completed in February of 1984. The codification will change the arrangement of the Zoning By-Law without making any substantive changes in its provisions. Codification is needed for three reasons: 1) To keep the Zoning By-Law up to date with State statutes; 2) To eliminate internal inconsistencies that have crept in as the By-Law has been amended; and 3) To provide a copy editing to ensure that defined terms are used consistently, to eliminate duplication where possible, to extend coverage more universally, and to make the By-Law easier to read. It is anticipated that the codification will make the Town Zoning By-Law clearer and easier to use, more up to date, and more consistent with the By-Laws in other communities. Completion of this project is expected in FY 2007.

The Town continued its membership in the Metro West Housing Consortium, which includes the Town's of Bedford, Belmont, Brookline, Framingham, Lexington, Lincoln, Natick, Sudbury and Watertown. HUD allocated this year approximately \$1 million to the consortium for the development of low and moderate-income housing. Participation in the

consortium is providing Needham with approximately \$69,000 in annual funds for affordable housing purposes. It is anticipated that FY04 - FY 2007 consortium funds will be utilized at High Rock Estates where the Housing authority, with technical support from the Planning Office, is overseeing the replacement of approximately 20 of the 80 existing singly family homes with newly built two-family townhouses on the same lot. Construction of this project is expected to begin in FY 2007 with completion in FY 2008.

The key challenge facing the Planning Board over the course of the next five years will be securing the successful implementation of the Needham Center Plan and the Land Use and Zoning Plan for the New England Business Center. The State has made mixed-use smart growth development, as envisioned in the above-noted plans, a priority and has provided the financial assistance required to secure its implementation. Ensuring that Needham takes advantage of its key strategic advantage, namely, four commuter rail train stations, to access those funds and to promote plan objectives remains the Board's number one priority and challenge.

Finally, during the previous fiscal year the Department had committed to tracking the turnaround time required on its Major Project Site Plan Special Permits and Subdivision applications. Monitoring of the time line between application filing and the scheduling of the public hearing, issuance of the Certificate of Action following close of the public hearing, and filing of the written decision with the Town Clerk following Board action were tracked. The goal was to schedule the public hearing within 5 weeks of application receipt, to issue the Special Permit Decision or Subdivision Decision within two weeks of the close of the public hearing, and to file the written decision within 5 business days of permit issuance by the Board. We are happy to report that the articulated goals were met. During the affected time line 16 new Special Permit Applications and 4 Subdivision applications were processed. Public hearings were held on average within 30 days of application receipt, decisions were issued within 4 days of the close of the public hearing, with written decisions filed with the Town Clerk within 5 days of permit issuance. Total average time required to process an application was 54 days with a minimum of 28 days and a maximum of 84 days. The Department plans to continue to track these items and will submit a similar report with its Fiscal 2009 Budget request.

PERFORMANCE REQUESTS RECOMMENDED BY TOWN MANAGER

\$14,658 for 10 additional hours for Economic Development Coordinator

PERFORMANCE REQUESTS DEFERRED BY TOWN MANAGER

\$18,118 for additional hours for the Economic Development Coordinator (to full-time)

PERFORMANCE REQUESTS NOT RECOMMENDED BY TOWN MANAGER

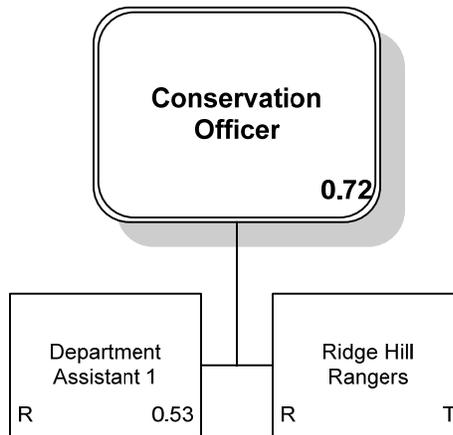
\$35,000 for Staff Support

\$3,500 for Professional Development

Fiscal Year 2008 Proposed Budget

Planning Department	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Department Submission	FY 2008 Performance Budget	FY 2008 Balance Budget	Performance over Balanced
Salary	115,002	118,896	117,700	134,450	225,701	190,706	172,588	18,118
Expense	11,309	10,623	9,741	11,060	14,560	11,060	11,060	
TOTAL	\$126,311	\$129,519	\$127,441	\$145,510	\$240,261	\$201,766	\$183,648	\$18,118

CONSERVATION COMMISSION



GENERAL PURPOSE

The primary role of the Conservation Department is to support the Needham Conservation Commission in administering and enforcing the Wetlands Protection Act (MGL Ch. 131, s. 40), and the Needham Wetlands Protection Bylaw (Section 6). The Department also assists in activities related to land management and acquisition (including the administration of Ridge Hill Reservation) and provides input to the Town in matters pertaining to the use and protection of the Town's natural resources and open space.

- Provide technical and administrative review of filings under the Wetlands Protection Act and the Needham Wetlands Protection Bylaw
- Draft Orders of Conditions and other permitting documents
- Participate in and transcribe minutes of bi-weekly Commission meetings
- Conduct site inspections (permitting, monitoring and enforcement)
- Assist residents and project proponents with application process and/or conservation related inquiries
- Assist in activities related to land management and acquisition
- Manage Conservation Commission office
- Act as Commission's liaison to other Boards and Committees.

OPERATIONAL CONSIDERATIONS

Staffing: The Conservation Commission has been handling a steady stream of applications for work within their jurisdiction. Statutory guidelines dictate that hearings be held and permits issued within relatively short timeframes and, consequently, the vast majority of staff time is spent on matters pertaining to permitting (scheduling hearings, application review, site visits, permit writing, enforcement). The Commission would like to

undertake projects beyond their statutory obligations (such as education and outreach as well as land acquisition and management). In order to do so additional staff time is needed.

Conservation Clerk:

In FY06, the Commission requested, and the Town Manager allowed, the use of Wetland Protection Filing Fees to cover the hiring of a part-time clerk (16 hours / week). This fund was employed again in FY 07 to fund a part-time clerk position for 20 hours / week. As revenues are not flowing into this account at the same rate that they are being expended, this practice is not sustainable, even in the short term. Consequently – per the agreement reached with the Finance Committee during the FY 07 budget process – the Commission would like this position included as part of their operating budget for FY 08. The *level service* budget request reflects the continuation of the clerk position at 20 hours / week at a total annual cost of \$17,221.

DSR-4 Request: Given the volume of permitting related work as well as the limited office hours currently offered by the Conservation Department, the Commission would like to see this position go full-time resulting in additional annual costs of \$14,635.

Conservation Officer:

The *level service* budget request reflects a \$1,600 salary increase for this position. The increase corresponds to the recent reclassification of the Conservation Office position from NR-4 to M-1.

DSR-4 Request: The Conservation Officer position is currently funded for 27 hours per week; however, given the volume of work, this hourly budget is routinely exceeded. The Commission would like the hours for the Conservation Officer position increased to full-time, resulting in additional annual costs of \$14,837.

Expenses: With respect to expenses, the Commission is seeking increases for the following items:

Professional & Technical Assistance (5300):

DSR-4 Request: The Conservation Commission is in the position of needing outside technical assistance from time to time on enforcement matters or in defending appeals to their permits. Professional assistance from wetlands consultants, engineers, and/or attorneys with specialized knowledge of wetland protection regulations averages between \$125 and \$200 per hour. The Commission has already exhausted the funds in this account for FY 07 (to pay for a hydrologist and wetlands specialist to assist in a single enforcement matter). The Commission is seeking a \$2,650 increase in this account.

Communications (5340):

The *level service* budget request reflects an increase of \$60 to cover the recent rise in the monthly service charge for blackberry service (from \$85 to \$90 per month)

Travel & Conferences (5710):

The *level service* budget request did not increase from FY 07, however the Commission has realized a significant reduction in the need for mileage reimbursement since the Conservation Officer began sharing a Town-owned vehicle with the Park & Recreation

Department. The decision to maintain the current level of funding in this category reflects the uncertainty of continued availability of a shared vehicle (the car currently being used is a 1994 Ford Taurus Wagon with 72,500 miles).

DSR-4 Request: The Commission is seeking a \$1,040 increase to cover to cost of workshops for both members of the Commission and staff. This funding level would cover new member training (one new member was appointed in August, and up to two vacancies are possible in June of 2007) as well as registration costs for advanced training on subjects such as wetland delineation, land management, stormwater management, etc.

PERFORMANCE MEASURES AND GOALS

In addition to continued work in administering the Wetlands Protection Act and Bylaw, FY08 goals include: (1) developing systems to electronically track permits; (2) maximizing use of GIS and other technology to more efficiently carry out duties; (3) providing comprehensive information about the Commission’s role and their guidelines to resident’s and interested parties via the Town’s web-site; and (4) working with other Boards and Committees to complete the Open Space and Recreation Plan and to advance other town-wide priorities. In terms of measuring workload over the current fiscal year, the Conservation Department intends to track the following statistics:

- Total Number of Applications and Requests pertaining to permits (NOI, RDA, Extensions, Certificates of Compliance, etc.)
- Total Number of site visits, by category (permit, building permit review, resident request, etc.)
- Total number of enforcement actions
- Policy achievements
- Open space related activities

PERFORMANCE REQUESTS RECOMMENDED BY TOWN MANAGER

\$2,650 for Professional & Technical Services
 \$4,400 for 3 additional hours for Conservation Agent

PERFORMANCE REQUESTS DEFERRED BY TOWN MANAGER

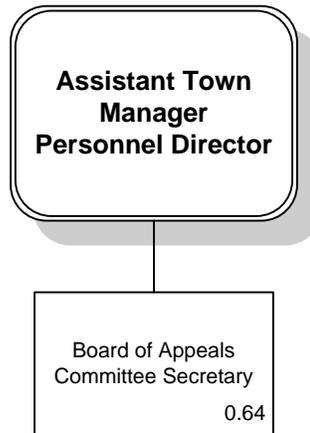
None

PERFORMANCE REQUESTS NOT RECOMMENDED BY TOWN MANAGER

\$14,635 for Administrative Support Additional Hours
 \$10,437 for Conservation Agent Additional Hours
 \$1,040 for Professional Development

Conservation Department	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Department Submission	FY 2008 Performance Budget	FY 2008 Balance Budget	Performance over Balanced
Salary	27,569	25,943	31,144	37,927	86,220	61,148	61,148	
Expense	2,236	3,193	3,844	5,105	8,855	7,815	7,815	
TOTAL	\$29,805	\$29,136	\$34,988	\$43,032	\$95,075	\$68,963	\$68,963	

BOARD OF APPEALS



GENERAL PURPOSE

To serve the community and uphold the laws of the Commonwealth and Town By-laws by hearing and making Decisions on applications brought before the Board for Special Permits, Variances, and Comprehensive Permits.

To hear and render Decisions on application for 1) Appeals from the Building Inspector decisions; 2) Requests for Special Permits or Variances under the Needham Zoning By-laws; and 3) Comprehensive Permits, under M.G.L. Ch. 40B (affordable housing).

The office provides guidance to applicants through the hearing process, and provides professional staffing to Board members maintains and manages department communication and documents.

OPERATIONAL CONSIDERATIONS

- Activities mandated under M.G.L. Ch.40 A and B and Town By-laws.
- Cost for legal ads and mailing has increased.
- Demand (applications filed) on the Board has remained steady, or increased. More information is sought from applicants, cases tend to be more complex and interdepartmental requirements (reviews) have increased.
- The addition of Govern software requires more data entry time.

PERFORMANCE MEASURES AND GOALS

The Board held 12 meetings, hearing 76 items, including work on five 40B proposals during the past FY. The Board of Appeals is hearing a 40B proposal for 350 units on Second Avenue in addition to one other active 40B.

Objectives: 1) Change filing system to street address; and 2) Update historic files in Permit Streamline Software

PERFORMANCE REQUESTS RECOMMENDED BY TOWN MANAGER

None

Fiscal Year 2008 Proposed Budget

PERFORMANCE REQUESTS DEFERRED BY TOWN MANAGER

None

PERFORMANCE REQUESTS NOT RECOMMENDED BY TOWN MANAGER

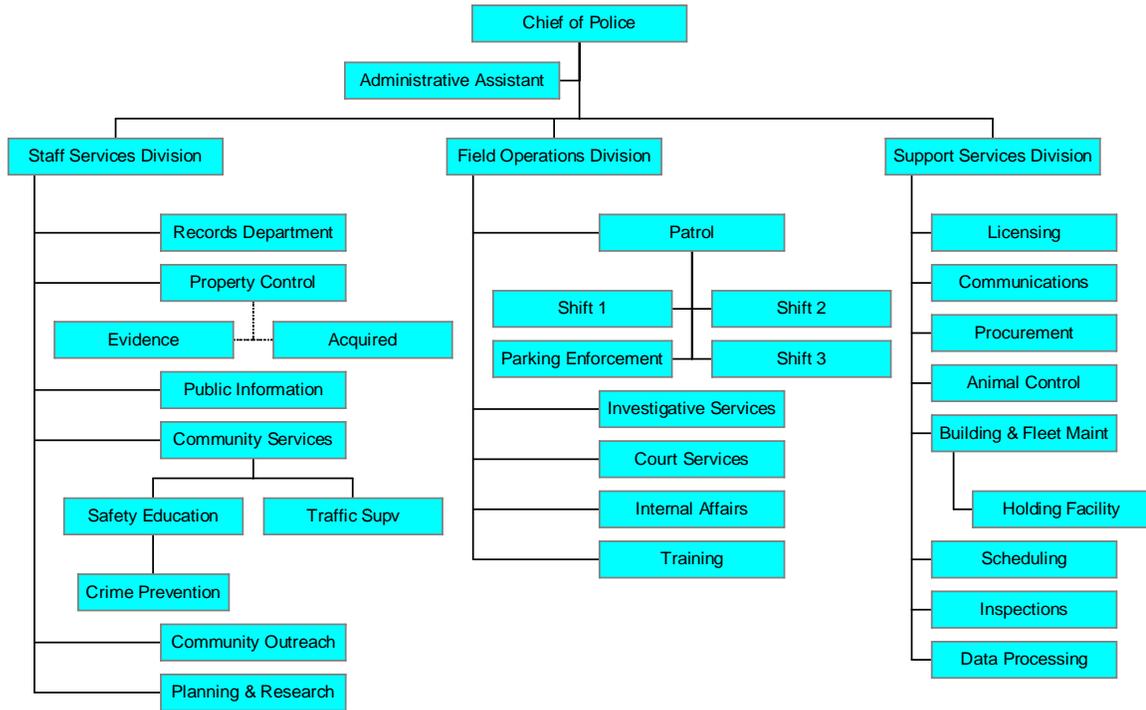
None

Board of Appeals Department	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Department Submission	FY 2008 Performance Budget	FY 2008 Balance Budget	Performance over Balanced
Salary	13,971	20,379	20,409	20,473	22,416	22,416	22,416	
Expense	2,264	2,409	2,561	3,290	3,290	3,290	3,290	
TOTAL	\$16,235	\$22,788	\$22,970	\$23,763	\$25,706	\$25,706	\$25,706	

PUBLIC SAFETY

POLICE DEPARTMENT

Needham Police Department



GENERAL PURPOSE

The mission of the Needham Police Department is to work with all citizens to preserve and protect life and property, to maintain human rights, and promote individual responsibility and community commitment. We intend to maintain close relationships between the department and the community, and we will work closely with all citizens to address and resolve "quality of life" issues.

- To maintain public safety and to repress criminal activity.
- To render responsive, rapid, professional service to all who seek our assistance.
- To provide up to date training and equipment for all personnel.
- To promote public safety through education and involvement in the community.
- To expand our management information systems capabilities.
- To ensure involvement in homeland security activities.

OPERATIONAL CONSIDERATIONS

- Enhanced investigative capabilities are facilitated through ongoing participation in regional collaborative efforts.
- Emerging requirements for interview and identification procedures will require training and technology upgrades.
- Increases in required officer attendance at court have been noted.
- Emergency preparedness requires training, communications and infrastructure

investment.

- Training needs continue at an increased level with changes in personnel. Mileage, course registration fees increasing.
- Higher expenses continue for weapons training due to travel time, mileage, rental and ammunition costs.
- Cruiser purchases adhere to multi-year program. Used vehicles are recycled through fleet. Oldest, poorest are traded.
- Cost of petroleum products continues to increase expenses.

The salary request made within this budget does not consider any FY07 or FY08 increases that have not been determined as of this submission and may come about through cost of living or collective bargaining wage or benefit adjustments.

The following increases are noted in this budget submission:

5240 - Repairs and Maintenance

- Minolta Photocopier Service contract: **increase \$556.00**
The photocopier at the police station is eight years old. It is heavily used by the department and the service contract cost for FY07 was \$2,502. This expense will continue to increase as the machine ages. A request for a new photocopier is being made elsewhere in this proposal. Total request \$3058.00.
- Motorola Radio Service contract: **increase \$1,153.00**
This service maintenance agreement is required to maintain the base station and mobile radios that are used for law enforcement communications 24/7/365. FY08 total amount requested \$14,610.
- CJIS/CHSB Services Contract: **increase \$361.00**
This service maintenance agreement is required in order to maintain ongoing access to Criminal Justice Information System databases that are made available to law enforcement agencies, by state and federal systems. FY08. FY08 total amount requested \$1317.00

5480 – Vehicular Supplies

- Gasoline: **increase \$18,072.00**
Projections are based upon mpg usage and number of gallons purchased for the twelve month period beginning Nov 2005 (28,400) based upon an average cost per gallon at \$2.40. Total request for gasoline \$68,160.

5580 – Other Supplies & Equipment

- Rifles (2): **increase \$1,658.00**
This is a request to replace two patrol rifles that have been taken out of service within the past year due to malfunctions. The weapons being replaced are ten years old. Total request \$1658.00
- Photocopier (new): **increase \$5,450.00**
This is a request to replace the primary photocopier used by the police department. The unit that is currently in use is eight years old and the annual service contract for maintenance will exceed \$3,000.00.

5730 – Dues & Subscriptions

- BAPERN Remote Line Assessment: \$400.00
*Improvements and expansion to the infrastructure supporting the Boston Area Police Emergency Radio Network (BAPERN) were made in FY05 and paid without further comment last year. **Total request \$400.00***
- Mass Chiefs of Police Association \$150.00
*Current membership dues are \$450.00. This increase was made effective in November 2006 and will continue into future years. **Total request \$600.00***
- IACP \$100.00
*This membership to the International Association of Chiefs of Police had lapsed and not been renewed since 2004, but it will be renewed in future years. **Total request \$100.00***
- MassPAC \$50.00
*This membership to the Massachusetts Police Accreditation Council reinforces our ability to establish and maintain ongoing relationships with those agencies that adopt and maintain the most effective administrative practices within the Commonwealth. **Total request \$50.00***

Receipts FY2006

False Alarms:	\$6495.00
Firearms Licenses:	
LTC	\$2537.50
FID	\$1012.50
Records Requests:	
Accident Reports	\$1794.11
Incident Reports	\$ 66.42
Donations:	
Car Seats	\$ 130.00
Miscellaneous	\$ 275.00
Total – All Receipts	\$12,310.53

Police Department – Grant Funding Received FY2006

Traffic Enforcement Grant	
Equipment Reimbursement	\$ 3,000.00
Salary Reimbursement	\$ 10, 561.36
Community Policing Grant	\$ 46,313.00
Bullet Proof Vest Grant	\$ 2,800.00
Homeland Security Grant	\$ 11,600.00
Total Grant Funding Received	\$ 74,274.00

PERFORMANCE MEASURES

- 1) Efforts have begun to implement a directed patrol program to address traffic enforcement at the highest accident locations and to identify correctable accident-contributing problems by working with other departments.
- 2) A survey to follow-up on selected fraud cases with victims was mailed in an effort to improve service delivery.

Fiscal Year 2008 Proposed Budget

- 3) Plans are being made to increase follow-up on domestic violence cases.
- 4) Emergency planning is ongoing with school and other municipal departments and regional agencies.
- 5) Officers are regularly assigned to participate in a variety of meetings and community events in an effort to provide increased integration, support and involvement.

PERFORMANCE REQUESTS RECOMMENDED BY TOWN MANAGER

None

PERFORMANCE REQUESTS DEFERRED BY TOWN MANAGER

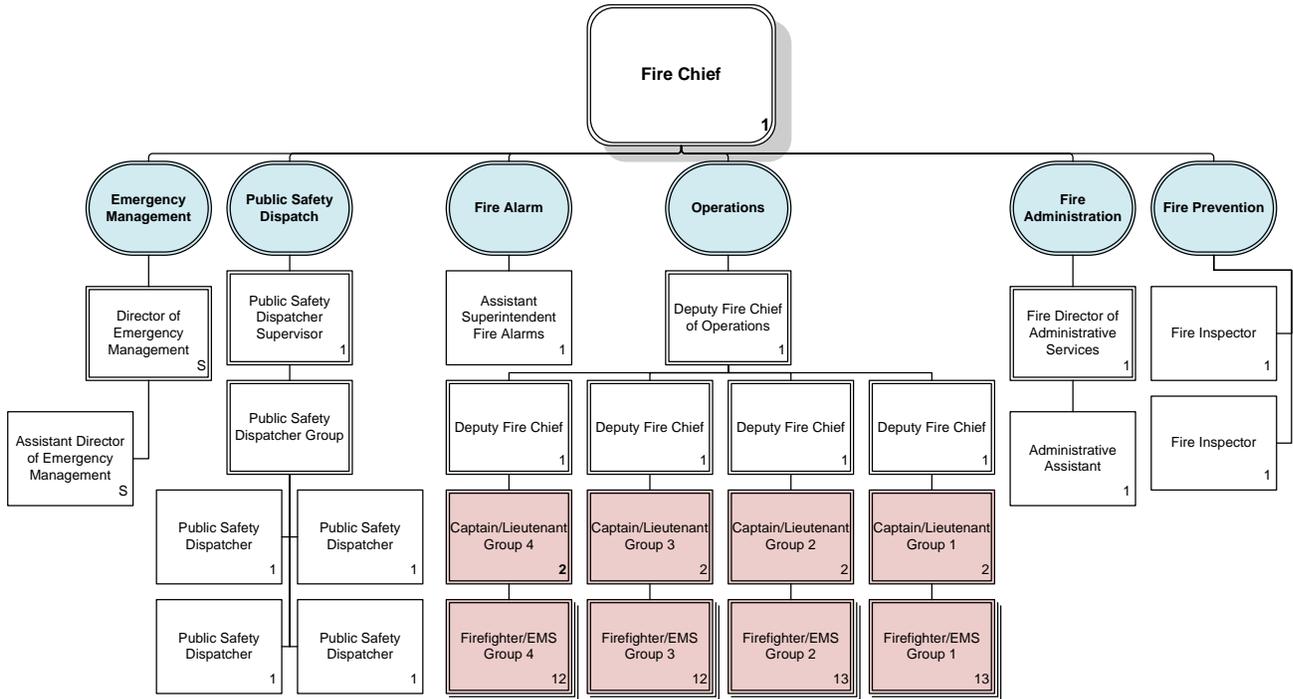
None

PERFORMANCE REQUESTS NOT RECOMMENDED BY TOWN MANAGER

None

Police Department	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Department Submission	FY 2008 Performance Budget	FY 2008 Balance Budget	Performance over Balanced
Salary	3,769,785	3,697,979	3,866,027	4,143,185	4,175,986	4,175,986	4,175,986	
Expense	190,752	202,389	213,828	247,099	283,369	280,311	280,311	
Capital	118,921	134,740	115,540	115,974	165,832	165,832	165,832	
TOTAL	\$4,079,458	\$4,035,108	\$4,195,395	\$4,506,258	\$4,625,187	\$4,622,129	\$4,622,129	

FIRE DEPARTMENT



GENERAL PURPOSE

To provide the Town of Needham a well-trained team of professionals to protect the lives and property of its' residents through fire suppression, emergency medical services, emergency disaster preparedness, fire inspections, and, fire prevention through education, in the most cost-effective manner possible.

- 1) Fire Suppression;
- 2) Fire Inspection/Prevention;
- 3) Emergency Medical Services/ALS;
- 4) Install and Maintain Municipal Fire Alarm System/Communication;
- 5) Planning and Implementation of Emergency Management Plan;
- 6) Training; and,
- 7) Dispatching all Fire and EMS calls.

OPERATIONAL CONSIDERATIONS

The department has three main sources of revenue: the ambulance, fire permits and fire alarm permits. In FY06, the ambulance had total receipts in the amount of \$528,396, the fire permits brought in \$57,508 and fire alarm had total receipts of \$60,990. Due to new permit fees that were put into effect in June of 2005, the Town realized an increase of \$65,433 in revenue. New ambulance rates went into effect in March 2006.

Once again, we have tried to provide the Town a cost-efficient level service budget. The following is an outline of increases necessary for us to maintain our current level of service. Significant decreases are also noted.

Fire Administration - No increase, Line item changes only

Account 5580 (Other supplies) increased by \$355 to keep up with the cost of providing uniforms for the Chief and all senior officers. However, Account 5730 (Dues/Subscriptions) decreased by the same dollar amount, as we are making an attempt to decrease our subscription volume.

Fire Protection - Increase of \$855

Account 5240 (Repairs/Maintenance) increased by \$580 due to an increase in price in the annual testing of CO monitors, as well as equipment repairs. Account 5300 (Professional/Technical) increased by \$275 due to an increase in price for recharging our fire extinguishers.

Fire Prevention - Increase of \$100

Account 5420 (Office Supplies) increased by \$100 due to the increased need for office supplies.

Vehicle Maintenance - Increase of \$6,000

Account 5480 (Vehicle Supplies) increased substantially by \$6,000 due to the increase in gas/diesel fuel prices.

Fire Alarm - No Increase, Line item changes only

Account 5300 (Professional/Technical) increased by \$300 due to the fact that we continually fall short in this line item. Account 5580 (Other Supplies) decreased by \$300 due to the fact that we do not anticipate the need to upgrade as many communication devices as in the past.

Emergency Medical Services – Increased by \$6,321

Account 5300 (Professional/Technical) increased by \$1,950 due to the fact that this year 22 EMT's and 13 Paramedics will need to recertify. In FY07, 18 EMT's and 4 Paramedics have recertified. The cost of State recertification is \$150/pp. Also, in the same account, there is an increase of \$2,970 for Paramedic Refresher Training. In FY07, only 4 Paramedics needed to attend State mandated refresher training. In FY08, 13 Paramedics will need to attend refresher training. The cost is \$330/pp. The same account increased by \$100 for medical oxygen due to the number of calls we are responding to. However, due to the fact that CPR cards are good for two years, this account decreased by \$1,122.

Account 5420 (Office Supplies) increased by \$400 due to additional State mandated paperwork.

Account 5500 (Medical Supplies) increased \$2,500. This is due partly to an increase in the number of calls, and State mandates towards using more "disposal" equipment and "latex free" supplies.

Account 5580 (Other Supplies) has a decrease of \$475. In FY07, the department is undertaking preparing a policy, procedures, protocols and regulations manual for all EMS personnel. In FY08, we will only need monies to update it and provide inserts for everyone.

Emergency Management – Decreased by \$3,120

Due to the relocation of the EOC, several decreases have taken place for FY08.

Account 5210 (Energy) has been eliminated, realizing a cost savings of \$575.

Account 5240 (Repairs/Maintenance) has decreased \$575 due to the fact that we should not need a substantial amount of money for equipment repair, as much of it will be new.

Account 5270 (Rental/Lease) has been eliminated, saving \$10,200.

Account 5300 (Professional/Technical) has increased by \$8,830 due to the 2nd year cost of the Emergency Notification System.

Account 5340 has decreased by \$300 due to a decrease in phone and pager costs.

However, Account 5420 (Office Supplies) has increased by \$300 due to the need for additional supplies.

Account 5580 (Other Supplies) has decreased by \$600 due to the fact that we only need CERT kits for new employees and volunteers.

Civilian Dispatch – Increased by \$300.

Account 5420 increased by \$100 due to the need for additional office supplies.

Account 5580 increased by \$200 due to the increase in the cost of clothing.

In order to *maintain level service*, our FY08 budget for services and expenses has increased by \$10,456.

** It is also important to note that the **FY07 salary figures** do not reflect a cost of living increase for union employees. In addition, the **FY08 salary figures** do not reflect a cost of living increase for any employees. The union and the Town are currently in negotiations.

PERFORMANCE MEASURES AND GOALS

FY08 Primary Objectives

- 1) To implement a system where fire department dispatchers would talk directly with 911 callers when an incident requires the services of the fire department.
 - Work with town officials and the Police Department to set up new system
 - Train fire department dispatchers to EMD (Emergency Medical Dispatcher) level
 - Receive more thorough information and prioritize and deploy calls accordingly

This was one of our primary objectives in FY07. To date we have set up the new 911 system where our dispatchers can speak directly to the caller on the line. This has allowed our dispatchers to provide a clearer understanding of the emergency to those

responding and to deploy calls accordingly. Our primary objective in FY08, to complete this major goal, is to have our dispatchers EMD trained. We have actually found quality EMD training for a minimal cost, which will be completed over time.

2) To design and implement a more comprehensive training program.

- Provide department members with professional development opportunities and training programs necessary to enhance and maintain their ability to provide comprehensive emergency services.
- Encourage and invest in an Officer Development program to help supervisors better understand the complex personnel management issues, and to become more effective in their capacity.
- Participate in “Train the Trainer” programs through the Massachusetts State Fire Academy.

Three to Five Year Challenges and/or Opportunities

We have identified both a challenge and an opportunity, and believe that one will aid us in off-setting the other.

- 1) An existing challenge that affects not only the Needham Fire Department, but also the fire service nationally is funding. It is clear that in the future, we can expect to encounter additional budget restraints. This could result in reduced financial resources to address necessary needs including staffing, training, apparatus, equipment, and fire protection. At the same time, the demands for the delivery of fire based emergency services are expanding annually, and we must have comprehensive financial plans in place to meet those demands. Although, long-range master plans will assist us in forecasting our future needs, they will not necessarily provide the avenues to fund them. However,
- 2) We see an opportunity to benefit from federal and state grants. Over the next several years we hope to explore, apply for, and secure more funding through the grants that are available for the fire service. Although all levels of government are seeing major cutbacks in grant funding, we believe a creative approach, with well thought out ideas, could still realize significant funding. It is our intent to create a “Grant Committee” made up of three department members (two management and one union) to work in collaboration on this mission. Our goal will be to identify the specific needs of the department, and find an appropriate grant to fill that need. We will then divide the tasks necessary to apply for the grants (research, development, application). If awarded, the monies received will help supplement our operating budget.

Tracking of Key Performance Indicators

In FY07, we outlined two key indicators to track that we believed would assist us in making management decisions regarding adjustments and improvements to our staffing and operations policies. At that time, we had planned to track emergency medical services and fire prevention/inspection activities.

- 1) Our first goal was to create monthly EMS reports that indicated where there were

possible deficiencies in our deployment policies, including lost revenue. To meet this goal, we were going to:

- Track advanced life support (ALS) incidents versus basic life support (BLS) incidents to better understand the percentages of each on a monthly basis.
- Show the number of simultaneous ALS calls, including the number of times we had to rely on mutual aid or private ambulance services to provide ALS services.
- Estimate the amount of missed revenue due to the fact that we could not provide multiple ALS services because of paramedic staffing issues.
- Forecast the overall financial impact of additional ALS revenues compared to the increased costs associated with paramedic salary rates and training differentials.
- Make recommendations to Town Management regarding hiring quotas for paramedics.

In the beginning of June, we were given an opportunity to participate in a project under the guidance of Performance Partners consultants. They assisted us in understanding the methodology necessary to achieve our goal. We began by collecting data over a three-year period FY04 – FY06 for our average call volume, as well as simultaneous calls. We then looked at the number of times a private ambulance responded, as well as the communities of Newton, Dedham, Wellesley and Westwood for all calls. Then, we looked at the same communities for EMS only calls. For our own EMS calls, as well as mutual aid EMS calls, we looked at the average response times. They ranged from our average of 4 minutes, 27 seconds to 10 minutes, 19 seconds for Dedham mutual aid. Most recently, we have begun looking at the overall financial impact of additional ALS revenues compared to the increased costs associated with paramedic salary differentials, increased training and state certification. This aspect of the project is on-going, and we will continue to work on this until we have a concise report to present to Town Management.

Due to fact that we have become so involved in the above performance measure, and recognize its importance not only to us, but to the Town as well, we have yet to look at our customer service measure. Once our EMS project is complete, we hope to begin working on our customer service project.

- 2) Through various means, track the customer satisfaction rates for the delivery of fire prevention services, including permitting and inspections.
 - Develop and administer a short survey for “customers” to fill out at the time of permit application (was everything explained, was the staff courteous and professional, etc.).
 - Encourage residents and businesses to complete and return a stamped survey card after inspections, including suggestions to improve our services.
 - Create a “feedback” section on the town web site to allow for the same information and suggestions.
 - Compile all the information monthly to determine the publics’ perception of our commitment to providing quality customer service.

Fiscal Year 2008 Proposed Budget

- Make any necessary improvements to streamline and enhance our current method of service delivery.

PERFORMANCE REQUESTS RECOMMENDED BY TOWN MANAGER

None

PERFORMANCE REQUESTS DEFERRED BY TOWN MANAGER

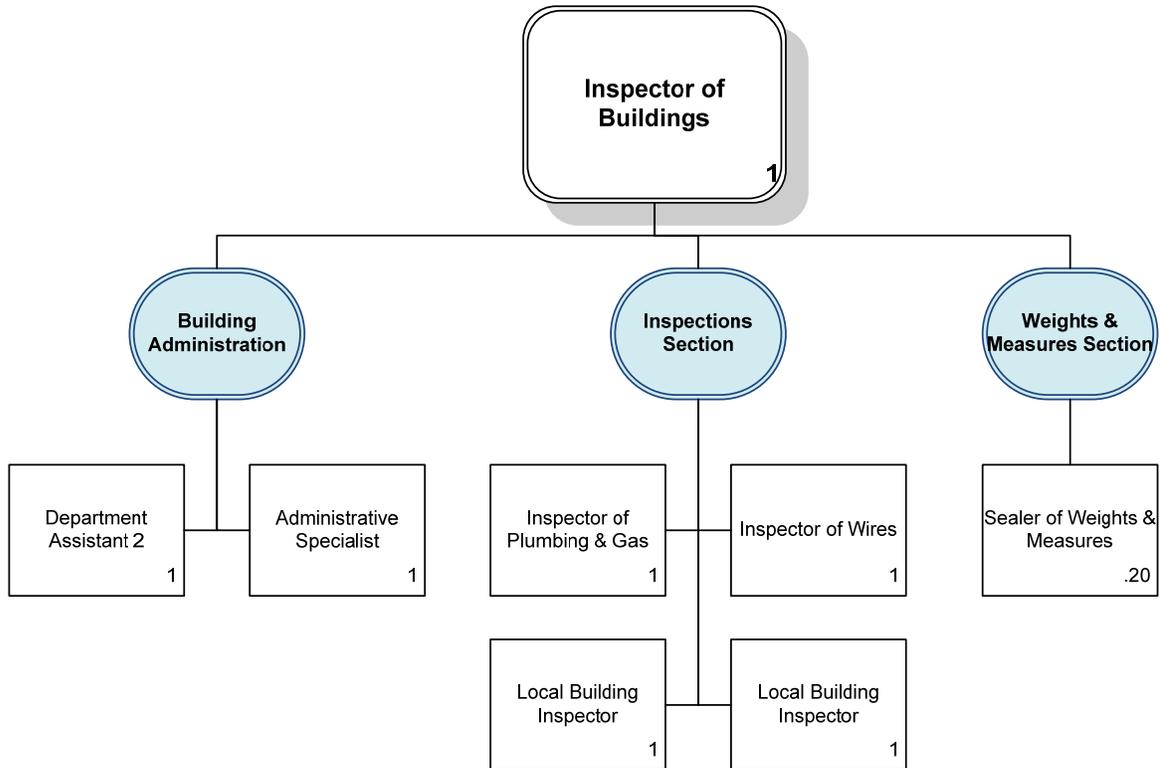
None

PERFORMANCE REQUESTS NOT RECOMMENDED BY TOWN MANAGER

\$13,320 for Fire Alarm Assistance

Fire Department	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Department Submission	FY 2008 Performance Budget	FY 2008 Balance Budget	Performance over Balanced
Salary	4,882,932	4,899,559	5,072,956	5,030,593	5,110,409	5,110,409	5,110,409	
Expense	207,295	189,216	200,995	237,931	261,707	248,387	248,387	
Capital	14,015							
TOTAL	\$5,104,242	\$5,088,775	\$5,273,951	\$5,268,524	\$5,372,116	\$5,358,796	\$5,358,796	

BUILDING INSPECTOR



GENERAL PURPOSE

Administration: Set up procedures and filing systems to better serve the citizens of the Town. To aid and advise applicants assisting property owners in their quest to maintain and improve real estate within the town.

Inspection Services: As required by Chapter 802 of the Acts of 1972, Section 3, the Town must employ officials to inspect buildings and structures in accordance with 780 CMR, known as the Massachusetts State Building code; MGL 142, Section 11, requires an Inspector of Plumbing & Gas fitting; MGL 166, Section 32, requires an Inspector of Wires. All inspectors are required to inspect new construction, reconstruction, alterations, repairs and demolition of structures within the town. **Zoning:** The Town of Needham adopted a Zoning By-Law in 1925 which changes periodically and is enforced by the Building Department. **Weights and Measures:** The Town employs a Sealer of Weights and Measures in accordance with MGL Chapter 98, Section 42-43, Chapter 94, Section 181 and Chapter 101 to supervise the adjusting and sealing of any weighing or measuring devices involved with public sales.

The department is charged with the inspections of buildings and properties in the Town of Needham to insure compliance with the Town of Needham General By-Laws for signage, the Zoning By-Law for property use, the Massachusetts State Building Code 780 CMR for safety, the Architectural Access Board 521 CMR, Massachusetts General Law 40 A the Zoning Act, the Massachusetts Plumbing and Gas Code 248 CMR, and the Massachusetts

Electrical Code 527 CMR. Also, to supervise the adjusting and sealing of weighing or measuring devices devoted to the sale of goods to the public.

OPERATIONAL CONSIDERATIONS

Continue to review all building applications. Investigate complaints filed with the office. Issue permits and make necessary inspections in a timely manner. Perform all requested inspections of structures undergoing construction. Inspect places of public assembly, required by applicable Massachusetts code and regulation. Also, issue certificates of occupancies for all building permits when work is complete and all inspected work is in compliance with applicable regulation or code. Continue to adjust and seal devices used in weighing and measuring goods sold to the general public. Last fiscal year Needham property owners reported they spent on average per month more than 8 million dollars to construct and remodel over 111 thousand square feet to buildings and structures. The Building Department handled over 700 more permits in fiscal year 05 than in fiscal year 03.

Changes

- Purchase of Service increase of \$456 for Nextel phone service for Building Inspector.
- Uniform increase of \$14
- Office supplies increase an additional 500 that was reduced by \$500 during FY 07 budget process also conference increase of \$360, for a total increase to expenses of \$860.

PERFORMANCE MEASURES AND GOALS

Number of permits issued for fiscal years: 2004/4,080; 2005/4,124; 2006/4,144; On average, each permit requires 3 to 4 inspections. Fees collected for fiscal years: 2004/\$656,207; 2005/\$754,745; 2006/\$1,440,021. The department continues enhancing information regarding all properties under construction and that helps coordinate information other town department use to fulfill their department functions.

PERFORMANCE REQUESTS RECOMMENDED BY TOWN MANAGER

\$4,779 for Overtime Inspections

PERFORMANCE REQUESTS DEFERRED BY TOWN MANAGER

None

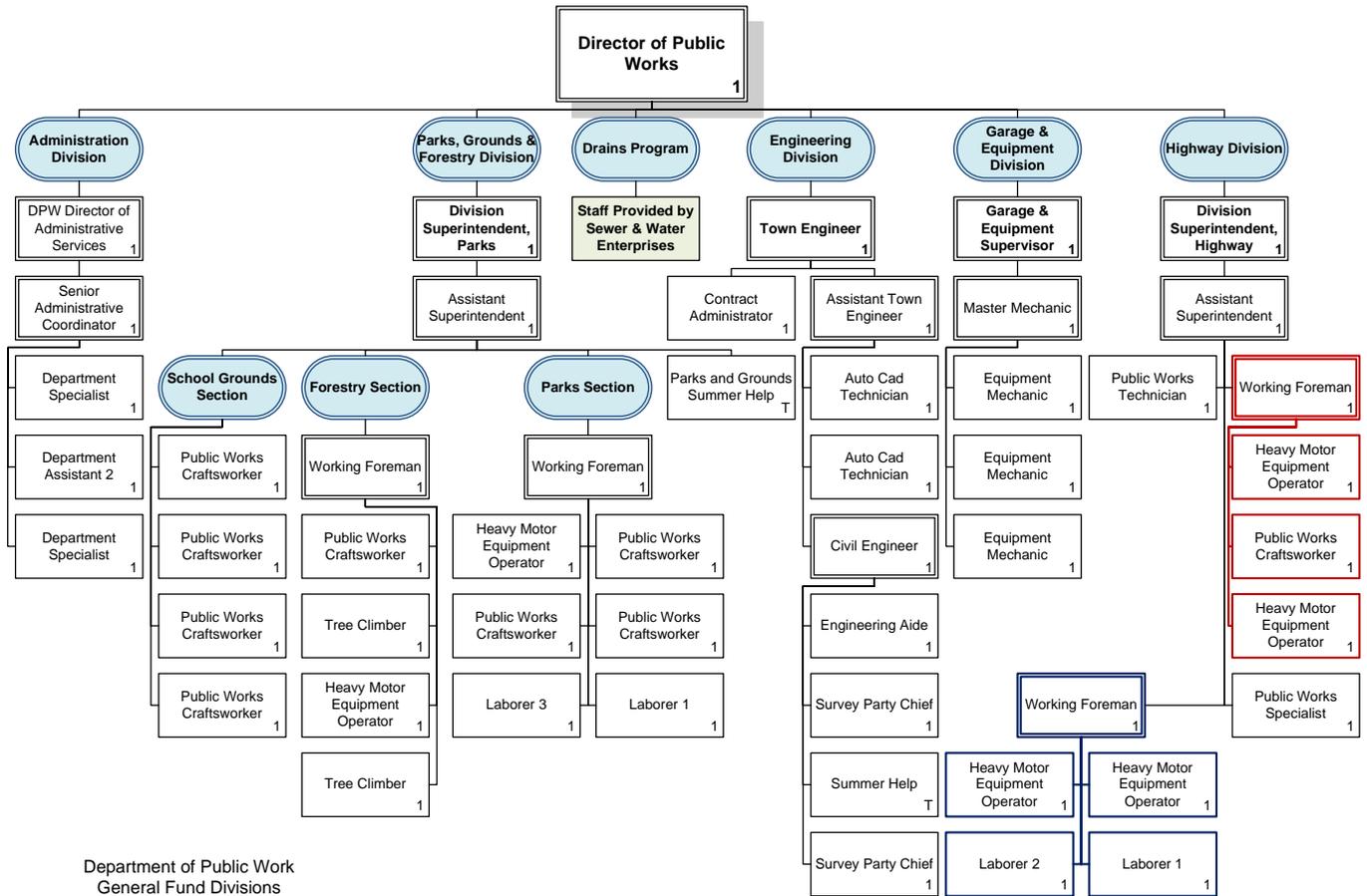
PERFORMANCE REQUESTS NOT RECOMMENDED BY TOWN MANAGER

\$8,194 for Professional Development

Building Inspector	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Department Submission	FY 2008 Performance Budget	FY 2008 Balance Budget	Performance over Balanced
Salary	266,795	280,248	342,973	376,071	398,445	398,445	398,445	
Expense	10,035	11,036	10,847	12,303	21,827	13,633	13,633	
TOTAL	\$276,830	\$291,284	\$353,820	\$388,374	\$420,272	\$412,078	\$412,078	

PUBLIC WORKS

DEPARTMENT OF PUBLIC WORKS – GENERAL FUND SUMMARY



GENERAL PURPOSE

Public Works in its broadest sense plans, designs, constructs, operates, maintains and manages all physical facilities necessary or desirable to community life. The Department promotes programs necessary for asset management and the preservation of infrastructure in order to provide for the health, safety, welfare and convenience expected in a raised standard of living/quality of life. Public Works employees continuously and vigilantly assure safe and secure water and sewer facilities, protection against flooding, efficient waste disposal, safe and adequate transportation systems and accessible athletic and recreational facilities.

The Needham Public Works Department renders services to all citizens in the areas of highway maintenance and construction, traffic control, snow removal, water supply and distribution, sanitary and storm sewer construction and maintenance, solid waste disposal, and park and forestry maintenance. The Department provides its own administration, engineering and equipment maintenance.

OPERATIONAL CONSIDERATIONS

The Department's budget is contained in 4 separate Operating Budgets. The Services related to Water Supply and Distribution are contained in the Water Enterprise Fund (WEF) Budget. The Services related to Sanitary Sewage Collection and Disposal are contained within the Sewer Enterprise Fund (SEF) Budget. The Services related to Solid Waste Disposal and Recycling are contained in the Solid Waste/Recycling Enterprise Fund (SW/REF) Budget. All remaining services are contained in the General Operating Budget (GOB). The most significant items impacting the ability to provide services in the FY2008 budget as compared to the FY2007 budget are those elements whose costs are affected by oil and natural gas. Oil based products, such as gasoline, diesel fuel, asphalt, plastics and oil dependent services such as the generation of electricity have increased dramatically. Due to insufficient funding for replacement, the cost of maintenance and repair of the Department's Vehicle and Equipment Fleet has also increased dramatically. Continued deferral of scheduled replacements has led to equipment failures and expensive repairs never previously experienced. The FY2008 budget proposals do not include any cost of living adjustment (COLA) increases. The agreement covering employees who are members of the ITWA (4) expires in FY 2007. The agreement covering employees who are members of the SEIU (63) expired in FY 2006. Any subsequent increase for this group will also include a COLA for FY 2007.

PERFORMANCE MEASURES

Performance measures are contained in the Division descriptions below.

PERFORMANCE REQUESTS RECOMMENDED BY TOWN MANAGER

\$6,000 for Field Maintenance (Parks & Forestry)

PERFORMANCE REQUESTS DEFERRED BY TOWN MANAGER

\$15,000 for Cricket Field Maintenance Program (Parks & Forestry)

PERFORMANCE REQUESTS NOT RECOMMENDED BY TOWN MANAGER

\$7,500 for Memorial Park Flower Garden

\$73,258 for Parks & Forestry Staffing

\$23,200 for Field Maintenance

\$50,000 for Drains Program

\$2,590,000 for Consolidated Roads Program

Department of Public Works	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Department Submission	FY 2008 Performance Budget	FY 2008 Balance Budget	Performance over Balanced
Salary	2,392,736	2,584,745	2,706,729	2,882,801	3,522,883	2,895,771	2,895,771	
Expense	989,946	953,147	927,372	1,135,450	2,596,725	1,223,879	1,208,879	15,000
Capital					824,000			
Snow and Ice	476,661	1,090,310	501,852	200,000	200,000	200,000	200,000	
TOTAL	\$3,859,343	\$4,628,202	\$4,135,953	\$4,218,251	\$7,143,608	\$4,319,650	\$4,304,650	\$15,000

DEPARTMENT OF PUBLIC WORKS – ADMINISTRATION

GENERAL PURPOSE

Provide overall administrative direction to the Department. Provide all clerical and secretarial support, including personnel/payroll administration, accounts payable/receivable, utility billing, central filing, and maintenance of statistical data and computer input of data. Provide customer assistance to residents as well as contractors doing business within the Town. Provide clerical service to type, file and maintain water/sewer customer records and prepare bills. Respond to customer inquiries regarding increases in water/sewer rates and explain MWRA charges reflected in billing amounts.

Assist the general public, including contractors and vendors, by furnishing information relating to rules, regulations, services, billing procedures, complaints and general operating procedures of the Department. Assist the general public by responding to policy inquiries concerning the responsibilities of all six divisions within the Department, referring only the more complex inquiries to the Director, the Administration Manager or the Division Superintendents. Receive, deposit and account for payments from the sale of maps, street occupancy permits and other items.

OPERATIONAL CONSIDERATIONS

No cost increases. The FY2008 budget proposals do not include any cost of living adjustment (COLA) increases. The agreement covering employees who are members of the ITWA (4) expires in FY 2007. The agreement covering employees who are members of the SEIU (63) expired in FY 2006. Any subsequent increase for this group will also include a COLA for FY 2007.

PERFORMANCE MEASURES AND GOALS

	<u>Objective</u>	<u>Performance Measure</u>
Accts. Payable	Timely invoice processing	Vendor payment within 30 days after bill date.
Prevailing Wage law	100% compliance	Employer report in place before invoice payment
Water/sewer billing	Expedited response to inquiries	80% of inquiries resolved within 3 minutes 90% of inquiries resolved same day 98% of inquiries resolved within 3 days

DEPARTMENT OF PUBLIC WORKS – ENGINEERING

GENERAL PURPOSE

The Engineering Division’s primary function is to archive engineering record information for the Town, to provide engineering consultation and advice for the Department of Public

Works and other Town departments, provide construction inspection on large or complicated projects, and to review subdivision and site plan development applications.

In addition, the Engineering Division:

- Provides technical support to all divisions of the Public Works Department, including field surveys, designs, studies, cost estimates, construction plans, contract documents, field supervision and inspection;
- Maintains and archives records and drawings of all phases of Public Works activities, drain, sewer and water construction, highway improvements, bridges, traffic control and solid waste disposal;
- Assists in preparation of department wide scheduling and coordination;
- Conducts neighborhood meetings related to DPW projects;
- Consults with contractors, developers, engineers, local, State and Federal officials in support of Department activities;
- Assists the Director of Public Works with Capital Planning activities;
- Develops and maintains a complete file of Assessor's plans, both in the Assessor's Department and in the Engineering Division, recording all land and building additions and alterations;
- Works closely with Assessors in furnishing technical information relating to land and structures;
- Receives and records information from Registry of deeds and/or Land Court on Assessor's plans;
- Provides technical assistance and advice to Planning Board in all areas of land use and planning;
- Reviews and makes recommendations on all subdivision plans, calculates construction costs, and provide field inspections to ensure compliance with Planning Board requirements;
- Reviews all plot plans and site development plans submitted to Building Department and checks proposed and final construction for compliance with Public Works Department requirements;
- Provides assistance to Police Department on matters pertaining to traffic and parking;
- Provides testimony and certifications for Police drug arrests within 1000 ft of school properties;
- Provides technical assistance to all Town agencies as requested, within the limits of available time and resources;
- Provides athletic and recreations layouts for Park and Recreation and School Departments;
- Prepare studies and cost estimates for proposed Town projects;
- Perform property surveys for location of Town owned land, easements and construction projects.

One of the main goals of the Engineering Division in FY2007 was to determine the status of previously approved capital projects, close out those projects which have been completed and schedule the remaining projects managed by the Engineering Division to be completed. A database has been created to complete this task. In FY2008, the main goal of the Engineering Division will focus on performing more engineering design work in-house.

OPERATIONAL CONSIDERATIONS

The Engineering Division supports other Department of Public Works division's activities and as such is pressed into providing services according to other division's schedules. Engineering review work is mainly mandated by State laws and regulations.

Chapter 40B comprehensive housing development applications continue to be submitted for review. They are as equally intensive as subdivisions or site plans, however the review time limits are much shorter and require near, immediate attention. In addition to the resources spent on review, resources have been spent on providing information and assistance on preparation for adjudicatory hearings and trials to defend the Town's position in some of the applications.

The Engineering Division has been in need of a permanent full time Construction Inspector to oversee construction inspection activities for more than 8 years. Insufficient or inadequate construction inspection impacts will become a liability for the Town in the future, when repairs become necessary.

The FY2008 budget proposals do not include any cost of living adjustment (COLA) increases. The agreement covering employees who are members of the ITWA (4) expires in FY 2007. The agreement covering employees who are members of the SEIU (63) expired in FY 2006. Any subsequent increase for this group will also include a COLA for FY 2007.

For FY2008, the Engineering Division is requesting a one time capital equipment operating budget increase of 24,000 to purchase a large document Xerox copy machine. The current machine is obsolete and is no longer supportable by a maintenance agreement.

PERFORMANCE MEASURES AND GOALS

- Process Building Permit applications within 3 days of receipt. (In FY2006, 1,355 applications processed 90% within 3 days.)
- Review Planning Board Site Plan applications and prepare comment letter within 4 weeks of receipt. (In FY2006, 30 applications received, 85% within 4 weeks.)
- Review Planning Board Subdivision applications and prepare comment letter within 4 weeks of review. (In FY2006, 4 applications received, 100% within 4 weeks)
- Review Board of Appeals Comprehensive Permit applications (Ch. 40B) and prepare comment letter within 3 weeks of receipt. (In FY2006, 4 permits reviewed.)
- Complete traffic counts/studies within 4 weeks of requests. (In FY2006, 8 studies were completed.)
- Prepare traffic regulations for Selectmen vote and subsequent newspaper advertising within 4 weeks of recommendation. (In FY2006, 4 regulations were approved and enacted.)
- Complete Engineering Work Requests within 4 weeks of request. (Does not include studies/analysis.) (In FY2006, 37 were completed, 80% within 4 weeks.)

- Complete Project Management services for capital projects. (In FY2006, 4 design projects and 2 construction projects were completed).

DEPARTMENT OF PUBLIC WORKS – GARAGE AND EQUIPMENT

GENERAL PURPOSE

- Provide service to all Public Works vehicles and equipment, including maintenance and repair of mobile communications network and administrative operation. Perform maintenance and repair with in-house labor whenever possible, utilizing outside services only for more complex types of work. Equipment operation expense covers items such as tires, batteries, motor oil, gasoline, diesel fuel, etc. Maintenance includes welding supplies, electrical supplies, hardware, tools, etc. Repairs would cover the more intricate types of mechanical work and pay for the cost of outside labor and contractual services. Some equipment is assigned to a specific division, but in many cases vehicles are shared throughout the Department. These services are also made available to other Town Departments, including the Board of Health, Park and Conservation Commission, Assessing, and Building Department.
- Provide repair and maintenance services to all Public Works Divisions for vehicle and equipment. Schedule and perform preventative maintenance service on Public Works vehicles and equipment. Prepare seasonal equipment (snow equipment, leaf vacuums, mowing equipment) for use by Public Works Divisions.

OPERATIONAL CONSIDERATIONS

The past four years have seen minimal equipment replacement. When this occurred several years ago, the impact was reflected in a marked increase in repair expenses. The recent delays are anticipated to cause similar impacts. In FY 2004, FY 2005, FY2006 and FY2007, the expenses have again exceeded the appropriation.

The FY2008 budget proposals do not include any cost of living adjustment (COLA) increases. The agreement covering employees who are members of the ITWA (4) expires in FY 2007. The agreement covering employees who are members of the SEIU (63) expired in FY 2006. Any subsequent increase for this group will also include a COLA for FY 2007.

PERFORMANCE MEASURES AND GOALS

Minimize vehicle and equipment out-of-service time (downtime). Perform scheduled preventative maintenance on vehicles and equipment every 300 to 400 gallons of fuel used. Provide timely setup of seasonal equipment: Have Snow & Ice equipment removed to allow normal vehicle use by May 1st; have Mowing equipment ready for use by May 1st; have all vehicle safety & emission pre-inspections completed for Registry of Motor Vehicles Inspections by September 1st; have Leaf Collection equipment prepared and readied for use by October 1st; have Snow & Ice equipment readied, installed and tested by November 1st.

DEPARTMENT OF PUBLIC WORKS – HIGHWAY MPW AND TRAFFIC

GENERAL PURPOSE

The principal goal for the Highway Division is to maintain the roadway and traffic systems to allow transportation to operate in a safe and cost effective manner. These systems provide essential services to its citizen, businesses and the traveling public.

Plan, organize, direct and monitor roadway, parking lot and traffic system maintenance and repair and construction improvements. In addition the Highway Division is responsible for snow and ice operations.

The Highway Division is responsible for 260 lane miles of roadway, 160 miles of sidewalk, 246 miles of grass/ curbing and parking lots. The work ranges from street sweeping and pothole patching to roadway reconstruction.

The Traffic Division is responsible for all of the Town’s active and passive traffic systems. Including traffic signal maintenance and repair, traffic markings, sign repair and installation, parking meter repair and coin collection.

The primary function of the snow and ice program is to provide chemical deicing, snow plowing and snow and ice removal operations.

OPERATIONAL CONSIDERATIONS

Highway Division Service and Expense differences over FY07:

The FY2008 budget proposals do not include any cost of living adjustment (COLA) increases. The agreement covering employees who are members of the ITWA (4) expires in FY 2007. The agreement covering employees who are members of the SEIU (63) expired in FY 2006. Any subsequent increase for this group will also include a COLA for FY 2007.

Salary & Wage Overtime:

Maintenance of Public Ways	+ 2,450	
Traffic Control	+ 400	
	+ 2,880	

Purchase of Service:

Line 5210	Energy	+ 3,500	8%
Line 5240	Repairs & Maintenance	+ 2,130	
Line 5270	Rental & Leases	(- 5,000)	
Line 5290	Road Maintenance	+51,885	
Line 5300	Professional & Technical	+ 150	
		+52,665	

Expenses:

Line 5530	Public Works Supplies	+ 3,890
Line 5580	Other Supplies	+ 100
		+ 3,990

Traffic markings contract price increased by 10%. This line was increased by \$1,500.

Asphalt is a petroleum-based product which has been impacted by world events. Transportation and equipment operations costs have increased significantly. The following items have been increased:

Asphalt Paving	35,870 (35%)
Road surface treatments	8,040 (12%)
Crack sealing	2,400 (5%)
Street sweeping	2,575 (7%)
Sidewalk	2,500 (10%)
H.P. Ramps	<u>500 (5%)</u>
	51,885

Asphalt pickup at plant has increased by \$2,540 (6%).

Traffic Services increased by \$500 (5%). The actual expenditure is rapidly increasing due to an increase in sign requests from the TMAC, the police and the increased replacement cost of street name signs. Traffic Signal Equipment increased by \$300 (5%), Traffic Marking paint increased by 100 (10%) and Equipment Rental has been reduced by \$5,000 or (85%).

The Highway Division could receive funding from Federal, State and Local funding programs.

The Federal Transportation Improvement Program (TIP) has funded primary roadways classified as Principal Arterials such as Great Plain Ave. Under this program the Federal Government funds the accepted roadway project and the State provides the inspection and oversight.

The State has several types of funding opportunities, grants, capital projects and Chapter 90 funding. Chapter 90 is a State program that distributes funds annually to cities and Towns in the commonwealth. Needham received \$467,774 in 2003, \$559,799 in 2004, \$556,921 in 2005, and \$811,290 in 2006.

PERFORMANCE MEASURES

<u>Road & Sidewalk repair Program</u>	<u>CY2005</u>	<u>CY2006</u>
Asphalt Paving	16.17 lane miles	15.74 lane miles
Asphalt Curbing	14 miles	6 miles (approx.)
Grass plot	14 miles	6 miles (approx.)
Micro Surfacing	11.70 lane miles	5.95 lane miles
Chip Seal	2.15 lane miles	1.7 lane miles
Crack Seal	7,150 gallons	2,100 gallons
Rubberized Crack Seal	2,200 gallons	3,460 gallons
Granite curb	.54 miles	1.19 miles
Asphalt sidewalk	.94 miles	2.4 miles
Driveway aprons repaired & adjusted	400	est. 310
Handicap Ramps	15	22
Repair & adjust large utility castings	500	450
Adjust small utility castings	110	112

Percentage of roadways inspected for PCI - CY06 100%

DEPARTMENT OF PUBLIC WORKS – PARKS AND FORESTRY

GENERAL PURPOSE

Provide for the care and maintenance of public shade trees, parks and athletic fields. Provide support to Town recreation and athletic programs.

Forestry

- Provide for the care and maintenance of public shade trees within highway layouts, on school property and Town parkland.
- Work includes tree pruning, removal of public trees that are deemed to be hazardous or diseased, and roadside brush control.
- Conduct the annual tree planting and replacement program on public ways and setback planting on private property.
- Operate and maintain the Town Nursery, including the purchasing of lining stock.
- Administer to the operation of the division office performing daily routine such as duty assignments, personnel records, telephone and letter correspondence, billing, a variety of reports and weekly payroll.
- Respond to all emergency or storm related damage on public property.

Park and Recreation

- Operate and maintain facilities under the control of the Park and Recreation Commission.
- Provide support to all athletic and recreational programs of the Commission. Complete maintenance for 10 large recreation complexes under various jurisdictions such as Park and Recreation, School Department and the Board of Selectmen. These complexes are Avery Field, Greene's Field, Dwight Field, Claxton Field and Building, Cricket Field and Building, Jonathon Parker Field, Mills Field and Buildings and Tennis courts, Riverside Field, Perry Park and DeFazio Field. The Division is also responsible for the pre-season maintenance of Rosemary pool and grounds.

Ridge Hill

- Maintain grounds to the extent desired by the Conservation Commission.
- Provide the users of the Reservation with a properly maintained facility for outdoor passive recreation.
- Repair and maintain fitness trail. Help keep trails open.
- During the growing season, perform grass cutting over the 20 acres selected for mowing by the Commission. The remaining 200 acres are preserved for wildlife.
- Selective pruning and tree removal are performed as needed.

Memorial Park

- Operate and maintain facilities under the control of the Memorial Park Trustees. Provide support service to all athletic and recreational activities permitted at Memorial Park.
- Provide building maintenance of various types and scoreboard maintenance.
- Provide a neat, clean and orderly maintained building with lavatory and meeting room facilities.

- Present a well maintained facility for a variety of High School and community athletic programs, community celebrations, Park and Recreation programs and assist in the field preparation for high school graduation. Grounds maintenance consists of mowing, fertilizing, over-seeding, aeration, and maintenance of the irrigation system, running track and ball diamonds.

School Grounds

- Provide maintenance for the school athletic fields. This grounds maintenance consists of mowing, fertilizing, over-seeding, aeration, and maintenance of the irrigation systems, marking for school athletic events, and ball diamond maintenance and renovation.

OPERATIONAL CONSIDERATIONS

The FY2008 budget proposals do not include any cost of living adjustment (COLA) increases. The agreement covering employees who are members of the ITWA (4) expires in FY 2007. The agreement covering employees who are members of the SEIU (63) expired in FY 2006. Any subsequent increase for this group will also include a COLA for FY 2007.

Budget Correction from FY 07 Budget

The budget that was passed at the May 2006 Town Meeting included override amounts. The override included a Craftworker W-4 and an Assistant Superintendent position for the Parks and Forestry Division. The salaries and expenses associated with the positions were placed together in the salary line item for FY 07. The expense amounts have been separated from the salaries for the FY 08 Budget. These amounts totaled 2,120*.

Service and Expense changes from FY 07 Budget

INCREASES

Line item 5240, Repair and Maintenance	3,250
• Equipment Repair, Irrigation, Electrical Repair	
Line item 5270, Rental and Leases	751
• Uniforms increase and *new position (W-4)	
Line item 5300, Professional & Tech	6,728
• Tree Removals and Police Details	
Line item 5420, Office Supplies	100
• Increase is related to new positions	
Line item 5460, Groundskeeping supplies	3,884
• Tools, Parts, Soil Additives & Sod, Seed, Infield Mix	
Line item 5530, DPW Supplies	900
• Misc. Hardware	
Line item 5580, Other Supplies and Equipment	440
• *Increase is related to new positions	
Line item 5710, Travel and Conferences	350
• *Increase is related to new positions	
Line item 5730, Dues and Subscriptions	350
• *Increase is related to new positions	
Line item 5780, Other Expenses	600

PERFORMANCE MEASURES AND GOALS

Forestry

The staff reductions have had an impact on the ability to respond to needed work in a timely manner (final position replaced in FY 07). The increases in the contractual removals will be difficult to fund without a budget adjustment. Presently trees are on the removal and pruning lists for months. Program Performance goals are to shorten response time on scheduled work and on resident's requests and have a tree planting program which plants more trees than are removed within a given year.

Ridge Hill

Ridge Hill fields may, in the future, be considered for more active recreational activities and support from the division would most likely be anticipated.

Park and Recreation, Memorial Park and School Grounds

A field maintenance goal of the division is to improve the turf and root zone area to make the fields better tolerate the extreme volume of use and recover quicker for wet conditions. Improving the quality of the infields on the ball diamonds is another goal. Working to improve the efficiency of mowing crews by rearranging scheduling and improving their equipment is also a main goal of the division. A forth goal is to reduce the number of hours needed for trash pickup, this would free up time for other field related work. This involves two employees, two days a week, when the fields are in use. A portion of the Park and Recreation collected field maintenance fee is used to provide additional field maintenance. Restricted use of previously used pesticides has increased the volume of labor required to maintain a higher quality of turf as well as a weed free infield on the ball diamonds.

Forestry:

Tree Removals

FY04 = 33 trees; FY05 = 49 trees; FY06 = 72 trees

Tree Pruning Hours:

FY04 = 2,880 hrs; FY05 = 2,880 hrs; FY06 = 3,278 hrs

Tree Planting

FY04 = nursery: 155 trees + streets: 33 trees; FY05 = nursery: 100 trees + streets: 41 trees
FY06 = 100 Arbor Day Seedling + 56 trees on Streets and Parks

Park and Recreation, Memorial Park, School Grounds:

Turf and Root zone improvements:

Athletic Field Acres Fertilized (68 acres)

FY04 = 2 applications; FY05 = 3 applications; FY06 = 3 applications

Athletic Field Acres Limed

FY04 = 16 acres; FY05 = 8 acres; FY06 = 28 acres

Athletic Field Acres Aerated

FY04 = 24 acres - 2 applications & 6 acres - 3 applications

FY05 = 28 acres - 2 applications & 20 acres - 3 applications

FY06 = 30.9 acres - 2 applications & 21.4 acres - 3 applications

Diamond Work:

Total hours worked FY04 = 1,884 hrs; FY05 = 2,079 hrs; FY06 = 2,005 hrs

Diamonds renovated with clay based soil additive

FY04 = 0; FY05 = 2; FY06 = 4

Mowing Hours

FY04 = 4,952 hrs; FY05 = 4,625 hrs; FY06 = 5,356 hrs

Trash Pickup

FY04 = 1,340 hrs; FY05 = 1,420 Hrs; FY06 = 1,321 Hrs

DEPARTMENT OF PUBLIC WORKS – STORM DRAINS

GENERAL PURPOSE

The Water and Sewer Division undertakes storm drain maintenance, which includes compliance with the NPDES (**N**ational **P**ollution **D**ischarge **E**limination **S**ystem) program. The goals that it sets fourth in NPDES are for maintaining a productive system, improving the quality of water discharged into local rivers, lakes, streams and ponds.

The Water and Sewer Division personnel operates, maintains and repairs the storm drainage system, consisting of 89.7 miles of various size pipe and 3,715 catch basins. Beginning with the FY03 budget, there was a significant increase in the funding requirements as a result of the new EPA Stormwater Permit Program.

Operation and maintenance consists of the inspection and cleaning of drains by means of specialized power rodding and jet flushing equipment. Debris such as silt, sand, leaves and grit require flushing and removal. Root intrusion and miscellaneous objects require special cutting tools attached to the power rodder. Several miles of the system lie within easements, which are in difficult locations to access. These difficult locations require physical inspections and functions similar to those described above but performed by hand. The repair work consists of the replacement or rehabilitation of broken or collapsed segments of pipe, catch basins and manholes.

As part of the Stormwater Management Plan (SWMP), DPW is now responsible for inspecting, cleaning and repairing these pipes. Street cleaning the entire Town one additional time per year separate from the traditional Highway Division spring clean up has been added to the program. The SWMP requires a change in the method of catch basin cleaning; it is expected to be a vacuum style method. The final component of the stormwater conveyance system is the brooks and culverts. These have to be maintained annually.

The DPW inspects the drain system on a 10-year cycle, or 10% per year. It is anticipated that 40 % of the annual inspection will need to be jet flushed. About 1% of the total system will need to be flushed annually thereafter. Likewise, 10% of the brooks and culverts will receive light cleaning annually. A portion of the pipes and catch basins inspected will need to be replaced annually. All catch basin cleaning debris and street sweeping debris is disposed of annually out of Town at an approved disposal facility.

OPERATIONAL CONSIDERATIONS

The Water & Sewer Division continues to explore in-house opportunities for undertaking the work created by the NPDES program during overtime hours. In FY 2005 some funds were redirected to salaries for completing this work in-house as opposed to contracting it out. The remaining funds were utilized to supplement the drain repairs documented by the CCTV inspection. The FY06 and FY07 budgets reflect this new approach of tackling these projects within our means.

The FY2008 budget proposals do not include any cost of living adjustment (COLA) increases. The agreement covering employees who are members of the ITWA (4) expires in FY 2007. The agreement covering employees who are members of the SEIU (63) expired in FY 2006. Any subsequent increase for this group will also include a COLA for FY 2007.

Note: Line 5530 has been restored by \$25,000 to reflect FY06 budget level service funding.

PERFORMANCE MEASURES AND GOALS

- CCTV inspects 47,500 ft/yr (10%) of the total system annually.
- Jet flushing 19,000 ft/yr (40% of the pipe inspected annually)
- Annual Drainage cleaning approx. 4,750 ft/yr (1% of total system)
- Perform an additional street sweeping of the entire Town (late summer/early fall)

MUNICIPAL PARKING

GENERAL PURPOSE

The Municipal Parking Program was consolidated as a new budget program in fiscal year 2006. This budget combines the MBTA Commuter Parking Program Budget with the other Municipal Parking Operations that were previously contained in several other department budgets. The program has been consolidated in order to better track costs and revenues for providing parking for commuters and for the employees and customers of the business districts.

The town maintains commuter lots through an agreement with the Massachusetts Bay Transportation Authority for the convenience of commuters traveling by train to Boston. Lots owned by the MBTA include 143 spaces at the lower Hersey lot, two lots in Needham Heights containing a total of 243 spaces, a portion of the Needham Center lot containing 36 spaces, and the Needham Junction lot containing 170 spaces. Lots owned by the Town include the upper Hersey lot, containing approximately 179 spaces, and a portion of the Needham Center lot. Under the terms of the agreement, the Town is responsible for maintaining all lots and collecting the daily parking fees. The amount of the fee is set by the MBTA. In addition, the Town maintains parking lots in the business districts for employee and customer parking. These lots include Lincoln, Chestnut, Dedham, Eaton, Chapel and Mark Lee. This program funds sweeping, landscape maintenance, infrastructure maintenance and traffic control.

OPERATIONAL CONSIDERATIONS

The Town pays a flat rent to the T (\$50,000 per year), and participates in a revenue sharing arrangement above and beyond the rent. The Town pays the MBTA fifty percent of all

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revenue above \$10,120.38 per month. No increase to this budget is contemplated unless the MBTA increases its daily parking rate. Revenue associated with this program was \$290,395 in FY04, \$272,714 in FY05 and \$269,820 in FY06.

Revenue associated with the business center lots over the past six years is as follows:

2000/2001	\$16,017	2001/2002	\$16,860
2002/2003	\$17,305	2003/2004	\$14,630
2004/2005	\$25,585	2005/2006	\$28,395

PERFORMANCE MEASURES AND GOALS

The Municipal Parking Program poses numerous challenges for the town over the next several years. The lease with the MBTA expires at the end of FY07. Many of the lots are in need of renovation or reconstruction, so negotiations for a successor agreement must take that fact into account. Moreover, we continue to explore optimal methods for collecting revenue in the MBTA lots. The MBTA itself is rolling out a new program, and we do not want to invest in a system that will be rendered obsolete by MBTA innovation.

PERFORMANCE REQUESTS RECOMMENDED BY TOWN MANAGER

Not Applicable

PERFORMANCE REQUESTS DEFERRED BY TOWN MANAGER

Not Applicable

PERFORMANCE REQUESTS NOT RECOMMENDED BY TOWN MANAGER

Not Applicable

Municipal Parking Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Department Submission	FY 2008 Performance Budget	FY 2008 Balance Budget	Performance over Balanced
Municipal Parking Program	187,215	189,633	184,909	203,900	203,900	203,900	203,900	
TOTAL	\$187,215	\$189,633	\$184,909	\$203,900	\$203,900	\$203,900	\$203,900	

MUNICIPAL STREETLIGHT PROGRAM

GENERAL PURPOSE

This program covers the cost of operating the streetlights and parking lot lights in Town. In May 2003, the Annual Town Meeting authorized the Board of Selectmen to purchase the streetlights from NSTAR. That purchase took place effective November 1, 2003.

The components of the street lighting program include a contract for maintenance and repair of the municipally owned streetlights, as well as the cost of energy associated with those lights. Streetlight maintained and powered through this program include both those mounted on municipally-owned poles and utility poles throughout the Town, and pedestrian scale lighting in municipal parking lots. There are approximately 2,800 such lights.

OPERATIONAL CONSIDERATIONS

The Town's contract with Republic Electric for streetlight maintenance and repair expired on June 30, 2006. Based on a review of similarly situated towns, we were anticipating that the new unit price, after competitive bid would be closer to \$2.00 per fixture as compared to the previous price of \$1.75 per fixture (an increase of 14%). Thus, the professional and technical line item (\$82,500 in FY06) was increased to \$94,000 for FY07.

Bids were received in July 2006 for FY07 with the possibility of extension through FY09. Due to increased competition, the unit price was \$1.38 per fixture (a 21% decrease from FY06 or a 31% decrease from FY07 as budgeted). Therefore, the funding requirement of the base service component of the program requires \$21,000 less.

There are other elements of the service contract that have expanded significantly. One of these elements is the transfer of the streetlight when utility poles are replaced. As of October 2006 there were over 500 double poles throughout town resulting from the utility companies upgrading their plant. Between 80 and 100 of these poles (about 20%) require streetlight transfers which remain backlogged at a cost of \$200/fixture. Some amount of the FY07 funding will be used to reduce this backlog and to address new service requests as they occur. For FY08 assume 1/2 of the backlog will remain (50 fixtures) and between 30 and 40 fixtures will be new transfer requests during the year requiring \$16,000-\$18,000 in funding. The DPW has also been receiving numerous requests for new streetlight installations. These requests are investigated on a case by case basis. Recommendation to add a new light will be based on the merits of each case. If all requests fielded annually were approved, between 10 and 15 fixtures would be added, costing between \$4,000 and \$6,000. It is, therefore, recommended to keep the maintenance contract funding at the FY07 level of \$94,000.

As noted in the proforma dated August 12, 2005 referenced for the FY07 budget, a 12% increase was applied to the FY06 budget amount to offset an anticipated new bid price. The Town's contract with the current supplier expires December 31, 2006. This increase provided for a price \$ 0.2 per kwh higher. The proforma dated August 8, 2006 for the FY08 budget anticipates an additional 8% increase. However, as of the latest bids, the Town's consultant is recommending acceptance of a price for either a 3 year or 5 year contract that is substantially identical to that anticipated for the FY07 budget. Although there is additional pass-through costs of an unknown amount anticipated, the FY08 budget request remains the same as FY07.

PERFORMANCE MEASURES

The current uncertain climate for projecting energy costs represents the major challenge with respect to the Municipal Streetlight Program, and our goal in that regard is to procure a reasonable rate for the purchase of electricity beyond calendar year 2006. Our primary goal specific to this program is to secure a maintenance agreement with a vendor which is responsive to our needs. Indicators of successful performance include:

- Elapsed time from initial report of outage to repair; and
- Trend analysis: the number and percent of total number of streetlights in working order per fiscal year.

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PERFORMANCE REQUESTS RECOMMENDED BY TOWN MANAGER

Not Applicable

PERFORMANCE REQUESTS DEFERRED BY TOWN MANAGER

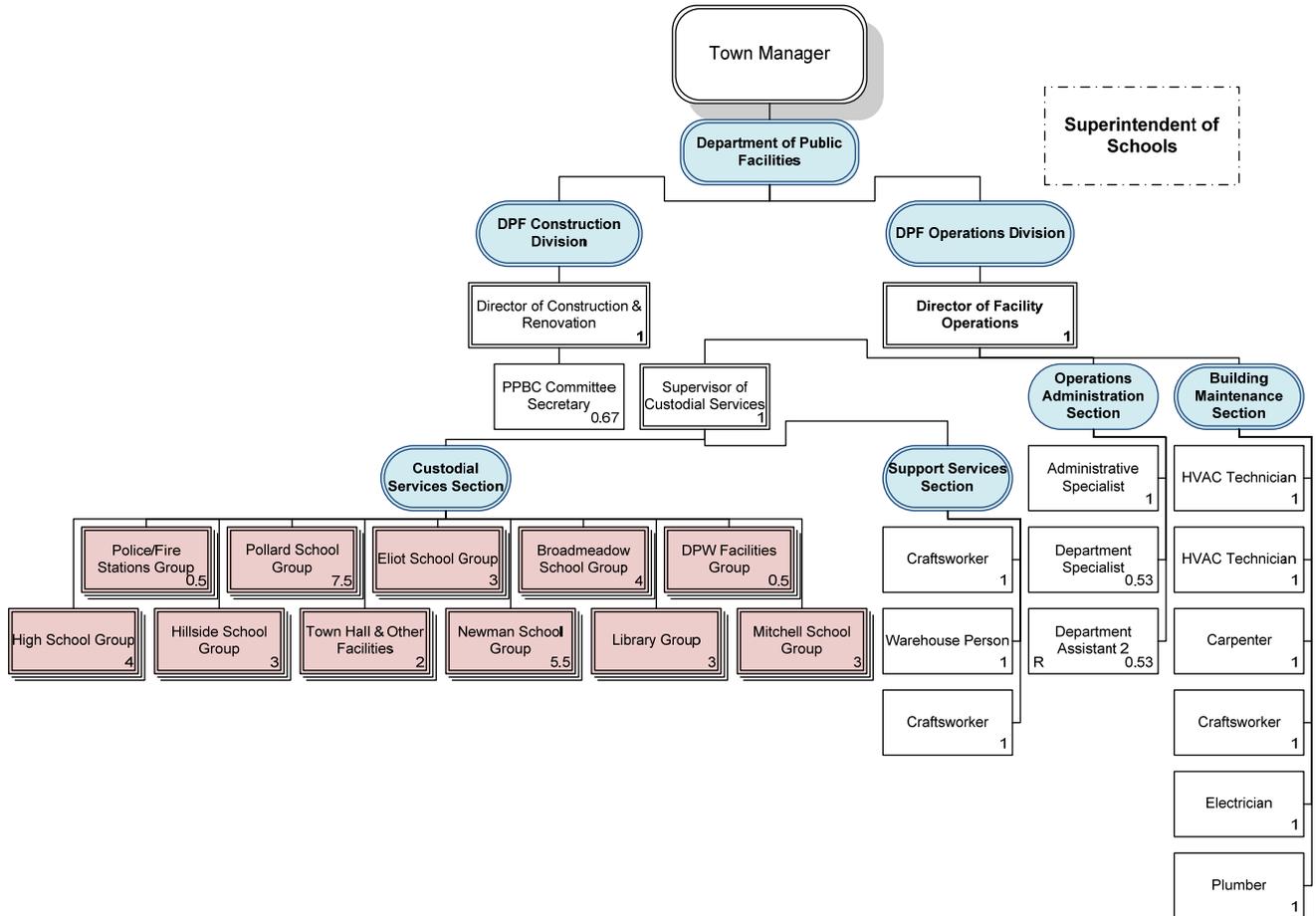
Not Applicable

PERFORMANCE REQUESTS NOT RECOMMENDED BY TOWN MANAGER

Not Applicable

Municipal Lighting Program	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Department Submission	FY 2008 Performance Budget	FY 2008 Balance Budget	Performance over Balanced
Municipal Lighting Program	312,999	248,657	239,059	328,000	328,000	328,000	328,000	
TOTAL	\$312,999	\$248,657	\$239,059	\$328,000	\$328,000	\$328,000	\$328,000	

PUBLIC FACILITIES



GENERAL PURPOSE

The Department of Public Facilities consists of two separate and distinct functions: the most significant on a day-to-day basis is the building maintenance and operations function, and the second is the public building construction function. The public construction division provides technical and clerical support to the PPBC. The operations and maintenance division provides building upkeep and repairs to all schools and municipal buildings in the Town of Needham.

PRIMARY FUNCTIONS

- Building Maintenance
- Building repairs
- Building Cleaning
- Construction Oversight
- PPBC Clerical Support
- Building Use Clerical Support

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PERFORMANCE REQUESTS RECOMMENDED BY TOWN MANAGER

\$43,000 for Partial Funding for Owner’s Project Manager

PERFORMANCE REQUESTS DEFERRED BY TOWN MANAGER

None

PERFORMANCE REQUESTS NOT RECOMMENDED BY TOWN MANAGER

\$54,000 for Groundskeeping Staff

Department of Public Facilities	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Department Submission	FY 2008 Performance Budget	FY 2008 Balance Budget	Performance over Balanced
Salary	2,224,291	2,280,649	2,318,458	2,422,883	2,561,668	2,520,199	2,520,199	
Expense	2,301,433	2,691,621	3,204,768	3,868,162	3,903,501	3,903,501	3,903,501	
Capital					12,531			
TOTAL	\$4,525,724	\$4,972,270	\$5,523,226	\$6,291,045	\$6,477,700	\$6,423,700	\$6,423,700	

PUBLIC FACILITIES – Construction

GENERAL PURPOSE

- Oversee design and construction of municipal building projects.
- Manage and administer the design and project management services, and construction contracts procured by the Town in the development and construction of these projects.
- Assist and provide technical support in the overview of and coordination of procurements or studies having to do with capital improvements or facilities.

OPERATIONAL CONSIDERATIONS

\$62.0M appropriation of Needham High School design and construction-ongoing
 \$15.7M appropriation for the New Needham Library construction-closeout.
 \$150,000 appropriation for developing the Town-wide Facilities Master Plan-closeout
 \$525,000 appropriation for reconstruction design services of High Rock School
 \$ 30,000 appropriation for design services for portable classrooms at Pollard
 \$ 41,000 appropriation for design services for technology upgrade design at Pollard

PERFORMANCE MEASURES

Maintain and complete projects on timeline and budget.

- 1) High School Phase 2 – substantial completion September 2007
- 2) High School Phase 3A – substantial completion January 2008
- 3) High School Phase 3B – substantial completion January 2008
- 4) High School Phase 4A & B – substantial completion February 2008
- 5) High School Phase 4C & D – substantial completion August 2008
- 6) High Rock – project budget number March 2007
- 7) High Rock – Out for bids December 2007
- 8) Pollard Portables – in place September 2008

- 9) Pollard Technology – project budget number March 2007 and substantially complete September 2007.

Satisfy the stakeholders in the development and coordination of projects.

DEPARTMENT OF PUBLIC FACILITIES - Operations

GENERAL PURPOSE

To provide building maintenance, repair, and custodial services to all Public Schools and Municipal Buildings in the Town of Needham. The seven major divisions of this department include: Town Hall, Police, Fire, DPW, Ridge Hill, Schools, and Library.

Custodial/Janitorial services, HVAC service and repair, plumbing service and repair, electrical service and repair, carpentry and general building maintenance service and repair, and grounds services including: grass mowing, leaf pick-up, and snow removal.

OPERATIONAL CONSIDERATIONS

Major Budget Adjustments for FY'08 Include:

Fuel Oil; reduced from \$2.32/Gal. in FY'07 Budget to \$2.27/Gal. in FY'08.

Natural Gas; reduced from \$1.70/Therm. in FY'07 Budget to \$1.45/Therm in FY'08.

Electricity; increased from \$.18/KWH in FY'07 Budget to \$.19/KWH in FY'08.

Custodial Supplies; Cost increased by 10% in all divisions equating to dollar increase of \$10,540.

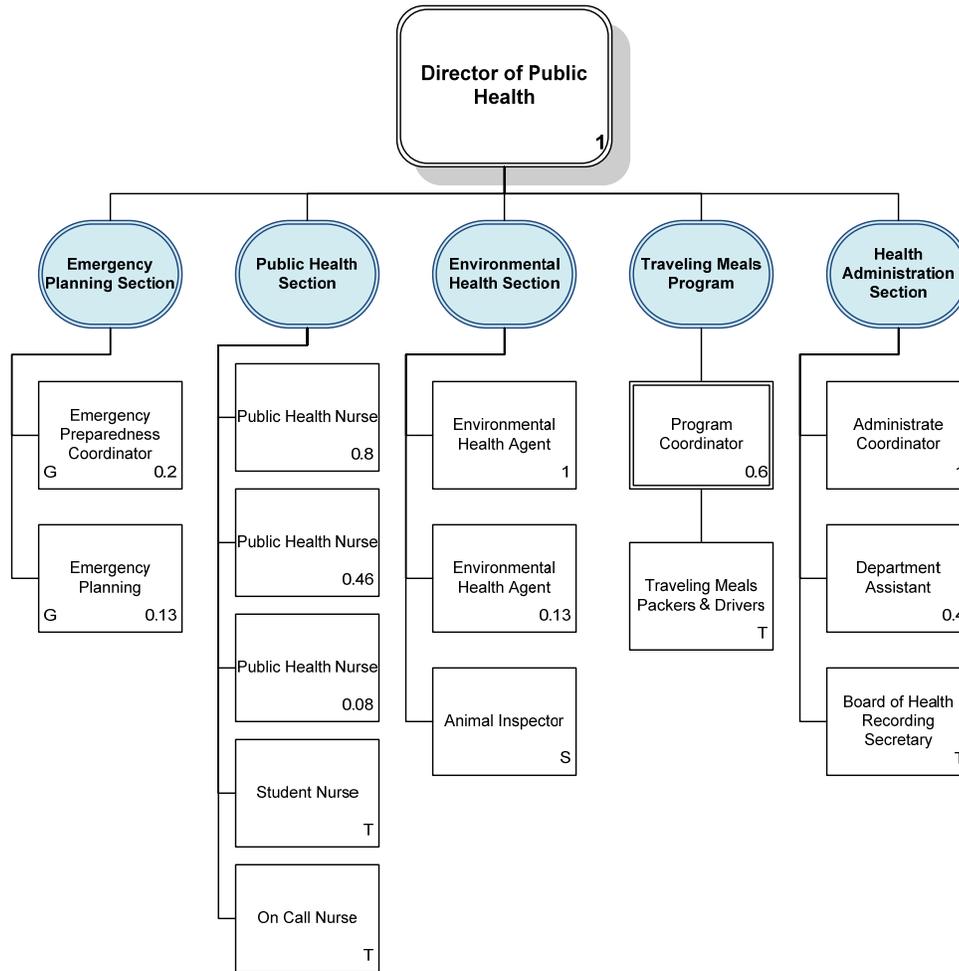
PERFORMANCE MEASURES

FY'07: Provide a higher level of cleanliness at Needham High School. (This objective was achieved as evidenced by results of December 2005 and June 2006 Faculty and Staff Building Cleanliness Surveys.)

FY'08: Provide adequate thermal comfort (heating and cooling) at a time of record high energy supply and distribution costs (electricity, fuel oil, natural gas.) Provide faster service on repair and maintenance requests. Performance Indicators: Heating and cooling efficiency as ratio of fuel consumption to degree days and repair and maintenance work order turn around time by trade.

COMMUNITY SERVICES

HEALTH DEPARTMENT



GENERAL PURPOSE

The Board of Health is a three member elected board whose mission is to prevent, promote, protect the physical, mental health and social well-being of the citizens of Needham by enforcing federal and state laws, by adopting local health regulations and by developing and implementing preventative health programs and policies as defined by the Center for Disease Control and the Massachusetts Department of Public Health. All Health Department activities are required by federal, state or local regulations or recommended by preventative public health practice.

- Emergency Preparedness and Response
 A plan for staff coverage 24/7 as required by the Center for Disease Control (CDC). Maintain a regional Memorandum Of Understanding (MOU). Continue to refine and practice the Health Department Emergency Plan, Emergency Dispensing Plan,

Special Populations, Continuity of Operations Planning, and Risk Communication Plan through town-wide and regional exercises. Develop a strong volunteer base through the Volunteer Medical Corps including trainings and exercises. Co-chair the Local Emergency Planning Committee. Maintain LEPC Full Certification.

- Regulatory
Enforce federal, state and local environmental, public health and infectious disease regulations. Conduct inspections of every food establishment twice a year and inspect day care centers, camps, Title V systems, tanning establishments, massage establishments. Conduct quarterly tobacco compliance checks.
- Disease Surveillance
Investigate all communicable disease reported to the department within 24 hours of report and oversee implementation of controls, coordinate Federal Fuel Assistance for all eligible and to oversee new school immunization regulations and conduct necessary clinics. Conduct screening and education programs for cancer and other preventable diseases, as recommended by the Massachusetts Department of Public Health and the Center for Disease Control.
- Environmental Health
Respond to complaints concerning indoors and outdoor air quality, noise, tobacco smoke, water, building demolition, septic system, well operations and pesticide use.
- Training, Education and Outreach
Meet continuing education and re-licensing requirements of professional staff. Meet training deliverables as identified by the Centers for Disease Control and the Massachusetts Department of Public Health. Continue bimonthly "Health Matters" and monthly "Eat Well Be Fit" columns. Continue several committees focused on disease prevention and major public health issues such as the Suicide Coalition, Domestic Violence action Committee, and the Eat Well/Be Fit Committee. Develop and present education seminars. Conduct community assessments to identify, target and develop interventions to key community health issues such as substance abuse.
- Regional and Local Programs and Planning
Share resources and achieve financial and technical economics of scale by developing regional programs. Participate in regional committees and coordinate local education and control efforts for emergent and re-emergent diseases, bioterrorism and mental health to assure effective and efficient community response.

OPERATIONAL CONSIDERATIONS

The growing demands for Emergency Preparedness and Response have strained the resources of the Health Department staff. President Bush has added Public Health under Homeland Security, as a first-responder. The Center for Disease Control has given us mandated deliverables that include 24/7 coverage, continuity of operations planning, and required new staff training courses. It is becoming increasingly more difficult to maintain the quality of the remaining mandates of the Health Department. Some of the emergency preparedness demands are:

- Co-chair the Local Emergency Planning Committee
- Assistant Director of Emergency Management
- Emergency Plan updated yearly that includes emergency dispensing plans, risk communication, special populations plans, and continuity of operations.
- Exercises with town and/or regional partners
- Isolation and Quarantine procedures updated and maintained

- Volunteer Medical Corps training program maintained
- Region 4B and Boston Memorandum of Understanding.
- Staff training required by the Center for Disease Control and Homeland Security such as Incident Command, National Incident Management System, and Pandemic Influenza.

We have seen an increase in the number of failed septic systems that need replacement and an increase in other septic activities such as additions to homes on septic, repairs, and abandonment of old systems. Many homes without sewer were built in the 1960's and 1970's and their septic systems are beginning to fail.

The Health Department needs to increase infrastructure due to increasing mandates from Homeland Security, the Center for Disease Control and the Massachusetts Department of Public Health. These increased responsibilities cannot be properly met without increasing the number of Public Health staff hours.

The Health Department collected \$69,000 in FY'07 on permits and licenses. In FY'06 \$61,800 was collected. The Board of Health reviews the fees each March and appropriately raises the permits and fees each year. The Health Department also received \$236,450 in grants and donations.

The DSR-3 Expenditure under Repairs and Maintenance were increased by \$140.00. Yearly maintenance of the departments hearing machine, noise meter, gas meter, radiation meter, and fax machine have all increased. Also Travel and Conferences was increased by \$500 to cover the increase in the mileage allowance to \$.405 and the cost of mandated trainings.

PERFORMANCE MEASURES AND GOALS

Performance Measures include:

- 1) Food Establishment Inspections
Inspect all food establishments twice a year as mandated by the Massachusetts Department of Public Health. (Met in FY'06)
- 2) Communicable Disease Monitoring/Investigation
Investigate all communicable disease investigations reported in FY'08 within 24 hours as mandated by the Massachusetts Department of Public Health. (Met in FY'06)
- 3) Volunteer Medical Corps
In FY'08 provide four trainings to and continue to build the Volunteer Medical Corps as Mandated by the Center for Disease Control. (Met in FY'06)The major challenge facing the Health Department is to maintain the quality of mandated functions while implementing new mandated Emergency Preparedness requirements from the CDC and the Massachusetts Department of Public Health. The Health Department needs to build infrastructure to handle routine functions. More hours are needed for Public Health Nursing and Environmental Health. An additional part-time position is necessary to provide the Essential Public Health Services (defined in DSE-4 #3) and maintain the quality of Healthy Community

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efforts such as Co-Chairing the Suicide Task Force with the School Department, the Domestic Violence Action Committee, Alcohol/Substance Abuse efforts, and the Eat Well/Be Fit Committee.

PERFORMANCE REQUESTS RECOMMENDED BY TOWN MANAGER

\$12,920 for Additional Hours Public Health Nurse
 \$3,088 for Additional Hours for Septic System Inspections

PERFORMANCE REQUESTS DEFERRED BY TOWN MANAGER

None

PERFORMANCE REQUESTS NOT RECOMMENDED BY TOWN MANAGER

\$28,000 for Public Health Staff Assistance

Health Department	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Department Submission	FY 2008 Performance Budget	FY 2008 Balance Budget	Performance over Balanced
Salary	276,893	282,600	293,697	313,439	365,848	337,848	337,848	
Expense	90,377	94,554	85,747	43,418	44,058	44,058	44,058	
Capital								
TOTAL	\$367,270	\$377,154	\$379,444	\$356,857	\$409,906	\$381,906	\$381,906	

burial of indigent Veterans and their eligible family members; the ceremonial observance of national and state holidays dedicated to veterans and patriotic purposes; and to take such actions as may be necessary to insure the well being of the Veteran residents of Needham; to actively pursue federal benefits which may accrue to the Veterans of Needham and their families; thus minimizing local expenditures.

Youth Commission

The mission of the Needham Youth Commission is to provide leadership and a community focus on youth and family issues, to support youth and families, and to promote community wellness by identifying and addressing youth and family needs; advocating for youth and family interests; partnering with other youth and family service agencies; developing and implementing quality programs and services; and educating and communicating with the public regarding youth and family issues.

Current funding for the Department Assistant position has been under the Youth Commission and in prior years requests have been made to increase the hours in an effort to keep pace with the demands for services. This year the DCSS is requesting additional hours that will provide Administrative support to all three divisions within the DCSS. The position will be housed in the Youth Commission division but will also provide similar services to the Council on Aging and Veteran Services.

Approximately four years ago the hours for this position hours were reduced by 4.5 hours a week (from 30 to 25.5 hours); ironically the Youth Commission's request that year was to increase this position by 7.5 hours per week to full-time status. Given the increasing demand (for programs, services and consultations), the Youth Commission addressed the need for additional hours through its Revolving Account for a total of 3 hours per week for this position. However in an effort to improve efficiency, the DCSS Department is seeking funding that would allow this position to provide additional support to not only the Youth Commission, but also to the Council on Aging and Veteran Services. Given the need at the Youth Commission, the fact that the Council on Aging has no such support, and that administrative support for Veteran Services was eliminated last year, we seek funding of an additional nine (9) hours per week (or 468 for the year) to elevate the Department Assistant position to full-time status.

Funding this request would provide additional support to all three departments, and ultimately be a better use of Town funding as it would allow the mid-level and senior management members of each division more time to devote to services and programs and the overall administration of their respective divisions.

The increasing demands for each division lend the need to increased administrative support. One of the benefits of the DCSS is that rather than requests for additional positions to perform such functions from each division, this is simply a request for additional hours to an existing position (additionally, given the funded position is eligible for benefits there would be little financial impact in making this position full time). This lack of support staff has resulted in constant complaints from residents regarding delays in receiving information and services and has retarded the necessary growth of programs. This, as a consequence, has limited the department's ability to meet the more complex issues. In addition, the senior and mid-level management team devotes an inordinate

amount of time to tasks more appropriate for support staff --- in effect, paying professional staff to complete support staff duties. Elevating this position to full-time will allow this department to ability to function more effectively and meet the needs of residents.

The cost for 470 additional hours in FY 2008 to fund the Department Assistant position to full-time status is \$9,690. This request for increased hours will bring the town funded hours to 34.5 while the remaining three hours would continue to be funded from the Youth Commission revolving account.

Although we feel the additional hours are needed at this time we are withdrawing this request for consideration regarding the FY08 budget process. We feel the upcoming fiscal year to will provide us with an opportunity to fully evaluate how the additional hours could be used. I anticipate this request being made for consideration regarding the FY09 budget process.

PRIMARY FUNCTIONS

The primary functions of the department are to provide services to a diverse and growing population. Each division within the DCSS provides services to a specialized population and although the professionals providing these services may have similar titles there work is as different which allows for the delivery of services to the individuals in their respective populations seeking their services and programs.

Council on Aging

The Needham Council on Aging is charged with serving Needham's 60+ population, and their families, by addressing diverse aspects of aging service interests, concerns and needs. The COA offers a variety of programs and services five days a week at the nationally accredited Stephen Palmer Senior Center. However, the functions of this department are not confined by walls and it fulfills its mission as a true community partner by delivering programs and services in a variety of places and wherever it is needed throughout the town. As a department a major goal is to advocate for Needham's senior population on the local, regional, state, and national levels, to assure that needs and interests are being met, and that the quality of life for these residents is at a maximum level, while fostering optimum independence. Some of the services and programs provided to meet our goals include, but are not limited to: outreach and counseling services, advocacy, transportation, daily meals, information and referral, health benefits counseling, volunteer opportunities, health & wellness information and screening, creative, and social classes, educational programs, special events and trips, and a drop-in center for socialization, independent activities and learning opportunities.

Veteran Services

The primary function is to assist Veterans and their families in time of need pursuant the MGL Chapter 115 and to coordinate the ceremonial observance of national and state holidays dedicated to veterans and patriotic purposes.

Youth Commission

The Needham Youth Commission works proactively to provide direct services to young people and their families. With a rapidly diminishing human services support network, and an increase in the needs of youth and families, the Youth Commission has become a

critical mental health link for Needham residents. Our programmatic objectives are: Seminars, Substance Abuse Awareness Program, Make a Statement Club, Court Diversion, Restitution, Community Service, Employment Program, Individual, Family and Group Counseling, Peer Tutor Program, Project VAN and Volunteer Program and Outreach, Education and Crisis Intervention.

OPERATIONAL CONSIDERATIONS

The divisions within the DCSS understands the financial concerns of the Town and in response will continue to seek additional financial support that will allow for the continuation of certain services and programs residents have grown to expect and rely upon.

Council on Aging

The Council on Aging operates at a maximum capacity within the confines of an inadequately sized and operational facility. The total available programmatic square footage is limiting, the location and number of restroom facilities are inadequate, parking is difficult, and the building itself is barely handicapped accessible. Confidential offices and meeting rooms do not exist. Additionally, the inability to consider adult daycare services either on-site or within Needham creates an unmet need for a segment of the senior population who are aging in place, and who are requiring more direct services in order to remain in their homes.

The Council on Aging is a tenant within a larger building, whereby a private management company has control over the building's operation. Due to the building's age and maintenance needs, day-to-day operations for the Senior Center are often challenging. Examples of this include: parking issues, snow removal & plowing issues, and general building repairs, particularly with water leakage issues.

The Council on Aging is facing the arrival of the Baby Boom generation over the next ten to twenty years. This is expected to at least triple the senior census by the year 2020, providing a significant challenge for the Town to identify and meet the needs and interests of this large and much diversified group of residents and their families.

Currently, the COA is fortunate to have other funding sources which all contribute to our total operation. Aside from the Town's budget allocation, the COA receives an annual state Formula Grant of \$37,398, which funds the salaries of a 20 hr/wk social worker & 8 hrs/wk for a PT outreach worker, and also funds the volunteer program expenses, as well as some miscellaneous expenses. The COA also receives \$85,000/year for administration of the state regional SHINE program for 22 communities. The SHINE grant funds 2-30 hr/wk positions and 1-20 hr/wk position, 6 SHINE volunteer counselor stipends, and all operational expenses related to 2 SHINE offices (Needham & Framingham Sr. Ctrs.). The COA operates a Transportation Revolving Account, with a cap of \$60,000, which funds 2 – PT van drivers for a total of 35 hrs/wk, and all other related transportation costs related to providing senior transportation through the COA. Funding for the Revolving Account is accumulated through an annual \$13,000 MBTA grant, and through various client donations for use of service. The COA also has a Donation Gift Account, which is acquired through donations received to the COA. These funds are used to help defray additional

program costs for special events, for staff and volunteer educational and training opportunities, and for other incidental costs.

The COA does not collect revenue for its programs. Any fee assigned is meant to help defray the cost of the program and no participant is turned away due to inability to pay. Classes held at the Senior Center that are presented by other departments operate under their own fiscal guidelines.

The COA custodial coverage is in the Public Facilities budget. Utility costs (such as telephone, heat, electric) for the Senior Center are covered either in other Town Dept. budgets, or are covered by Crowninshield Management Company. Other expenses covered by Crowninshield included: pest control, snow removal, and landscaping.

Veteran Services

With the increasing number of Veterans passing away in the upcoming fiscal year, therefore we are anticipating the need to order more flags and flag markers versus this current year. Placing a flag on all veteran's graves in Needham and St. Mary's Cemetery is a state mandate. We anticipate the Town receiving up to 75% reimbursement for money spent on flags and on veterans will be returned to the town one year later.

Other Supplies & Equipment 5580 Increase of \$107.

Youth Commission

The Youth Commission has focused considerable attention on the area of "outside sources of support" in an effort to meet the growing needs of youth and families without adding a financial burden to the town. In the coming year the department will seek non-tax based financial support by way of grants, fees, trust funds and donations.

Council on Aging FY06 Objectives

- 1) Advocate for development of new senior center with possibility of developing an adult day care program component in the future;
- 2) Administer the Senior Corps Program while reaching out to other town departments to ensure meaningful opportunities;
- 3) Complete Survey Report, review and interpret results;
- 4) Ongoing exploration of mechanisms for measuring impact of programs and services while quantifying what is provided.

Challenges/Opportunities:

- 1) Meeting the needs/interests of the oncoming Baby Boomers;
- 2) Building a new Senior Center;
- 3) Outreach to all residents, regardless of age, who have aging service needs, questions or concerns;
- 4) Promoting the Department as the town resource for aging service needs;
- 5) Developing an ongoing community partnership with other departments, organizations and agencies;
- 6) Encouraging communication and meaningful interaction between departmental committees.

Performance Indicators:

- 1) Unduplicated daily program participation numbers;
- 2) Senior program needs/interests survey responses with follow-up report and actions;
- 3) More accurate quantitative data collection for appropriate services and programs;
- 4) Addressing action steps identified in Accreditation process.

FY06 Program Statistics:

During this fiscal year the Council on Aging underwent significant change. The Associate Director resigned her position and a staff member was promoted at the beginning of the year to fill this role which then left a vacancy in the social service department until October 2005. In December the Department was shocked by the sudden death of its Program Coordinator and in January the resignation of the Executive Director of 8 years. In February 2006 a new Program Coordinator was hired and a new Executive Director came on board in July. During this time the staff and volunteers worked together to provide necessary programming and services to the residents of the Needham Community while they struggled with their sadness and uncertainty and tried to learn new roles and responsibilities where applicable. Everyone in the department wore many hats during this time and no one had the opportunity to focus solely on what their actual positions indicated their roles and responsibilities where.

With the above in mind the statistics collected during this time do not reflect the programming and service volume that was actually provided. Much was accomplished during this time frame which is reflected in the fact that the department continued to function and to fulfill its mission and goals during very difficult times for all involved. During FY07 this new team will receive the training and guidance necessary to once again statistically capture the breadth and scope of the department's accomplishments as we continue forward.

Veteran Services

The department will continue to ensure the process as stated in MGL Chapter 115 is followed and required forms are submitted to the Commonwealth in a timely manner so the Town will be eligible for funding provided by the Commonwealth.

Youth Commission

The Youth Commission provides quality services to youth and families. In the past year we provided a diverse range of programs such as Active Parenting of Teens and the Safe Surf Internet Program, as well as individual counseling. In FY 2006 over 2,400 residents participated in our trainings, and we provided over 900 hours of clinical services (at the conclusion of all programs, participants complete evaluations in an effort to assist the staff in understanding the impact and value of each program/service). A statistical summary is available in online at: <http://www.town.needham.ma.us/youth/Documents/YCFY2006Summary.pdf>.

Each year brings its own challenges and surprises. For example, in the past two years tragedies have struck the Needham community as four young people died by suicide. As a result, we unexpectedly devoted an enormous amount of time supporting individuals, families, groups, and the larger community in coping with and understanding these losses. We played a vital role in the dissemination of information as well as staffing drop-in centers

immediately following these events. We are currently playing a leading role on the Needham Coalition for Suicide Prevention.

Last year’s identified performance measures:

- To increase student participation in the Peer Tutor Program by 10%.
Achievement: Program increased by over 10% to accommodate the need.

- To outreach to 15 area businesses regarding registering their employment opportunities in our Employment Program.
Achievement: Outreached to over 15 area businesses regarding registering for Employment Program.

- To obtain non-governmental funding for publication of the “Networks” Directory.
Achievement: Received a grant to fund this project.

Performance Measures

Below we have identified three performance measures for the upcoming year:

- Implement a common statistical performance measure for all programs/services.
- To involve 300 youth in “Make A Statement Day” Program.
- Launch a community-wide suicide awareness campaign in coordination with the Needham Coalition for Suicide Prevention.

Projecting over the next three to five years, the Youth Commission will focus upon:

- Developing strong relationships with all new Needham Public School Administrators.
- Review Fee Structure.
- Identifying space for our expanding programs.

PERFORMANCE REQUESTS RECOMMENDED BY TOWN MANAGER

None

PERFORMANCE REQUESTS DEFERRED BY TOWN MANAGER

None

PERFORMANCE REQUESTS NOT RECOMMENDED BY TOWN MANAGER

None

Diversified Community Social Services	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Department Submission	FY 2008 Performance Budget	FY 2008 Balance Budget	Performance over Balanced
Salary	415,615	442,435	430,156	460,808	455,108	455,108	455,108	
Expense	24,111	20,110	17,897	37,966	38,770	38,770	38,770	
TOTAL	\$439,726	\$462,545	\$448,053	\$498,774	\$493,878	\$493,878	\$493,878	

COMMISSION ON DISABILITIES

GENERAL PURPOSE

The Commission on Disabilities, formed in 1991, consists of nine members appointed by the Board of Selectmen. The members of the Commission are chosen to represent a wide range of people with disabilities. The purpose of the Commission is to advise municipal officials, public and private agencies, and other individuals in order to ensure compliance with federal, state, and local disability laws, particularly the Americans with Disabilities Act (ADA). Through the application of the ADA, the Commission hopes to bring about full and equal participation in all aspects of life in the Town for people with disabilities.

- To advise municipal officials, public and private agencies, and other individuals to ensure compliance with federal, state and local disability laws.
- To promote full integration of persons with disabilities into the community.
- To provide information, referrals, and technical assistance to individuals, businesses and organizations in all matters pertaining to disability issues.
- To participate in a variety of forums and media events to develop public awareness of persons with disabilities, and compliance with the Americans with Disabilities Act (ADA).
- To provide grants to community based organizations so that persons with disabilities can participate more fully in programs and activities in Needham.

OPERATIONAL CONSIDERATIONS

The Commission's modest budget funds the purchase of film for the handicapped parking program, stationery, printing and postage. In addition, funds accrued from handicapped parking fines are used to provide grants to individuals and organizations for materials and programs relating to people with disabilities.

PERFORMANCE MEASURES AND GOALS

- 1) To provide handicapped parking signs at a reduced cost to Needham business owners and to continue to enforce proper use of handicapped parking spaces.
- 2) To complete, distribute and compile data from the Self-Evaluation Survey for all departments in the Town of Needham.
- 3) To inform non-compliant business property owners of regulations regarding proper handicapped parking signage and offer properly worded handicapped parking signs to public and private organizations and businesses at a reduced cost.
- 4) To continue to work with the School Administration, the liaison to the School Committee, Public Facilities Department, PPBC and the Park and Recreation Department in an advisory capacity to ensure compliance with AAB and ADA building codes at schools, playgrounds and other municipal buildings as they are renovated. To enforce proper usage of handicapped parking spaces through a program that tickets violators, in conjunction with the Needham Police Department.

PERFORMANCE REQUESTS RECOMMENDED BY TOWN MANAGER

None

PERFORMANCE REQUESTS DEFERRED BY TOWN MANAGER

None

PERFORMANCE REQUESTS NOT RECOMMENDED BY TOWN MANAGER

None

Commission on Disabilities	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Department Submission	FY 2008 Performance Budget	FY 2008 Balance Budget	Performance over Balanced
Expense	341	58		550	550	550	550	
TOTAL	\$341	\$58		\$550	\$550	\$550	\$550	

HISTORICAL COMMISSION

GENERAL PURPOSE

The Historical Commission was created to ensure the preservation, protection, and development of the historical assets that are the visible evidence of the Town's history. The commission conducts research to identify places of historic or archeological value, and seeks to coordinate the activities of unofficial bodies organized for similar purposes. The Commission may make such recommendations as it deems necessary to the Board of Selectmen and, subject to the approval or the selectmen, to the Massachusetts Historical Commission, that any asset be certified as an historical or archeological landmark.

The Commission:

- Assists residents in obtaining historical information about the Town;
- Reviews proposed demolition projects in accordance with the Demolition Delay By-law (2.11.5); and
- Works with the Town in the evaluation of the future use of historic buildings

OPERATIONAL CONSIDERATIONS

The modest budget appropriated annually for the Historic Commission is used for operating expenses such as copying and postage, and for the purchase of historic markers.

PERFORMANCE MEASURES AND GOALS

The Commission's most important goal is the preservation of Needham's historic places. In accordance with the General By-laws of the Town, the Commission reviews all proposed demolition projects related to historical assets.

The Commission submitted a request for CPA funding in FY07 to complete a "Heritage Project." The Annual Town Meeting appropriated \$25,000 for this purpose, and a Request for Proposals has been developed and issued. The Heritage project will become the foundation for a master historical preservation plan for Needham, will accurately map Needham's historic structures, identify additions to the historic inventory, and identify grants, tax incentives, and deed restrictions that will aid the Commission in the preservation of historic structures in Needham.

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PERFORMANCE REQUESTS RECOMMENDED BY TOWN MANAGER

None

PERFORMANCE REQUESTS DEFERRED BY TOWN MANAGER

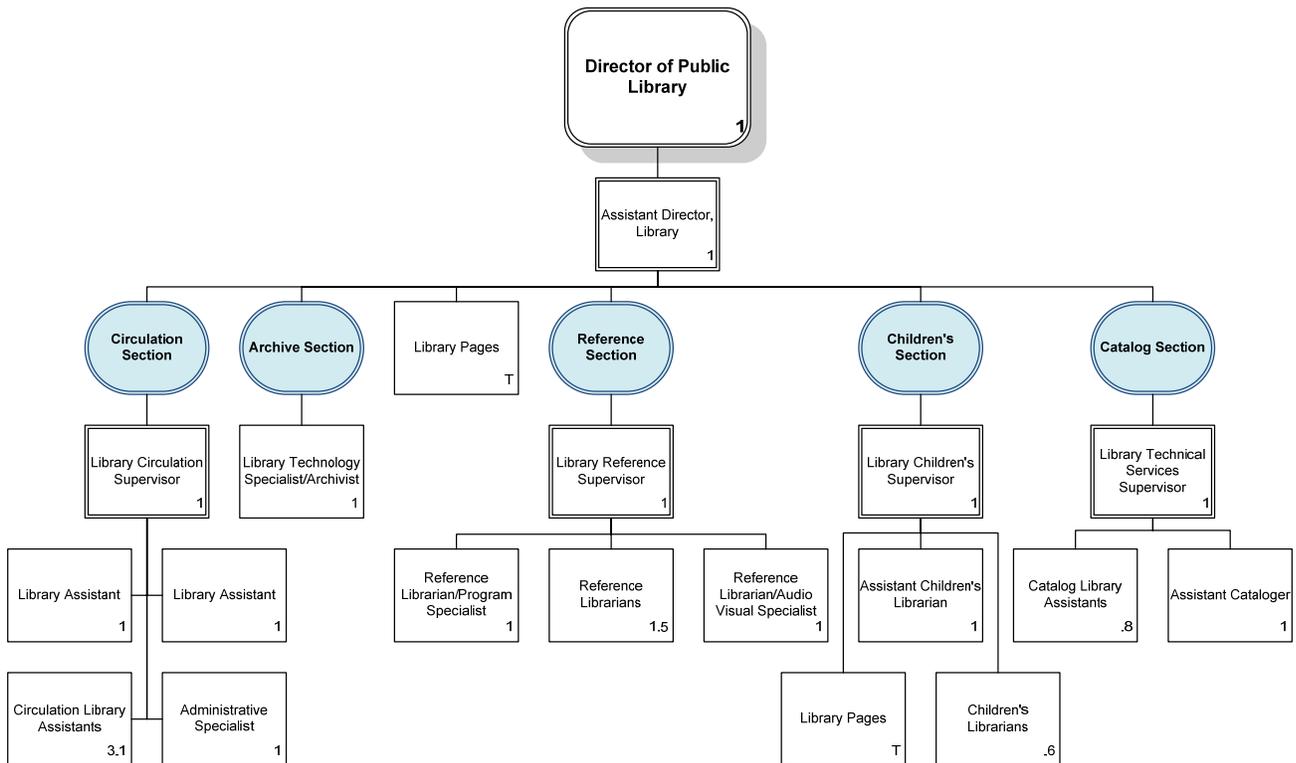
None

PERFORMANCE REQUESTS NOT RECOMMENDED BY TOWN MANAGER

None

Historical Commission	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Department Submission	FY 2008 Performance Budget	FY 2008 Balance Budget	Performance over Balanced
Expense	97	195	425	550	550	550	550	
TOTAL	\$97	\$195	\$425	\$550	\$550	\$550	\$550	

LIBRARY



GENERAL PURPOSE

The Board of Trustees has approved the following Vision and Mission statements:

Vision—The Needham Free Public Library will be an integral entity and a dynamic hub for everyone needing access to materials and information to support educational, intellectual, recreational, and cultural needs. The library will provide opportunities for individuals to

develop independent learning and research skills, utilizing a variety of media, in a gathering place designed for people of all ages and abilities. The library will provide free services and information to all, delivered with personalized responsiveness to individual needs.

Mission—The Needham Free Public Library is committed to utilizing its resources and personnel to:

- Promote personal and professional growth opportunities;
- Provide answers to residents' questions on a broad array of topics relating to work, school, and personal life;
- Satisfy residents' need for information on popular cultural and social trends and recreational reading, listening, and viewing materials;
- Foster an open environment for community interaction and public discourse.

The library evaluates, purchases, catalogs, processes, and circulates books, periodicals and a wide variety of audiovisual items; answers questions posed by school children and adults, conducts programs for people of all ages, and provides a meeting space for community groups.

OPERATIONAL CONSIDERATIONS

As predicted, the library's level of business has increased dramatically since the opening of the new library on March 17, 2006. Circulation increased 35% for the months of April, May, and June 2006, and has continued to increase into FY07. In order to cope with the increased level of business, the Board of Trustees has authorized spending State Aid funds for additional part-time help. As using this funding for salaries will deplete the State Aid fund in a few years and as expected receipts will not keep up with expenditures, requests to make these salary items are the library's number 1, 2, 3, and 5 prioritized requests for possible addition to the library's budget. Due to the Operational Override for FY07 the following items were restored to the library's budget:

- 1) Funding to allow the library to be open on Tuesday, Wednesday, and Thursday evenings during July and August;
- 2) Funding for page hours that had been cut in FY05; and
- 3) Funding to allow the entire Minuteman Library Network assessment to be paid from the Library's budget.

These are all items that are essential to the efficient functioning of the library. By including these items in the library's budget, funding from the State Aid account was available to pay for additional necessary part-time help, library materials, and programming for both children and adults during FY07. In order to receive a State Aid payment, the library must be certified yearly by the Mass. Board of Library Commissioners. To retain certification, the library must be open 63 hours per week and receive a town-appropriated FY08 budget of not less than \$1,080,481 and a materials budget of not less than \$140,463. In addition to State Aid the library is dependent on gifts and the interest generated by its trust funds to pay for books, audiovisual items, software, computer equipment, museum passes, conference attendance, and during FY06 expenses associated with the construction project.

The level-service budget submitted herewith contains:

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- A salary figure that is increased by step-raises only. A chart is included that outlines the part-time salary expenses. The Overtime charge is the salary amount for Sundays.
- Level funding for Repairs and Maintenance (5240).
- An increase in Professional and Technical (5300) that covers the expected increase in the Minuteman Library yearly membership bill (\$815).
- Level funding for Communications (5340).
- A 3.8% CPI increase for Office Supplies (5420) (\$469).
- A 3.8% CPI increase for Educational Supplies (materials budget—5510) (\$6044).
- An 8% increase in Travel & Conferences (5710) to cover increased gasoline prices (\$32).
- A \$10 increase in Dues and Subscriptions (5730) to cover the increased cost of American Library Association membership.

PERFORMANCE MEASURES AND GOALS

In FY08 the library would like to see its already burgeoning circulation continue to grow by 10%. The Circulation Department keeps detailed circulation figures. The library's programming is off to an excellent start in FY07. For FY08 a 10% growth in attendance would be in order. Attendance records are kept. The need for an increase in Children's programs was identified in the Library's Long-Range Plan. For FY08 the Children's Department should be holding two programs every Monday, Tuesday, Wednesday, Thursday, and Saturday. All of these performance measures are dependent on receiving a budget that supports them.

PERFORMANCE REQUESTS RECOMMENDED BY TOWN MANAGER

\$16,776 for Children's Librarian

PERFORMANCE REQUESTS DEFERRED BY TOWN MANAGER

\$14,799 for Circulation Staff Assistance

PERFORMANCE REQUESTS NOT RECOMMENDED BY TOWN MANAGER

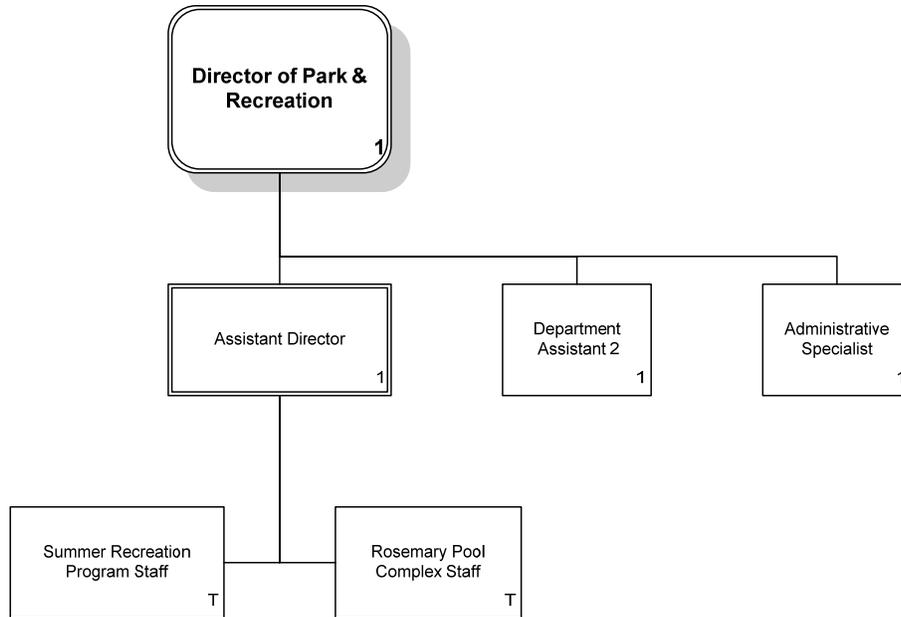
\$7,795 for Additional Library Pages

\$25,000 for Library Materials

\$9,770 for Early Hours Opening

Needham Public Library	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Department Submission	FY 2008 Performance Budget	FY 2008 Balance Budget	Performance over Balanced
Salary	758,863	767,721	860,684	938,318	1,025,150	1,007,585	992,786	14,799
Expense	205,337	208,077	179,555	227,872	260,242	235,242	235,242	
TOTAL	\$964,200	\$975,798	\$1,040,239	\$1,166,190	\$1,285,392	\$1,242,827	\$1,228,028	\$14,799

PARK AND RECREATION



GENERAL PURPOSE

The Park and Recreation Commission is a five member elected board, empowered by Chapter 45 of the General Laws of Massachusetts. The Commission sets policy for the programs and services provided by the Department, and is steward to about 400 acres of public land, including the approximately 200 acre Town Forest. The Commission serves as the Town Forest Committee under state statute.

The Park and Recreation Department has four full-time administrative staff: Director, Assistant Director, Administrative Specialist, and Department Assistant 2. The Director and Assistant Director are certified park and recreation professionals. The administrative staff oversees the daily functions, including program and staff supervision, facility scheduling, maintenance oversight, and community organization support. Many of the services are revenue generating.

The Park and Recreation Commission budget is divided into five categories: Administration, Rosemary Pool, Summer Programs, Camp Property, and Parks. The tasks performed by the four full-time staff members can be broken into the following three major sections. Descriptions follow.

- 1) Programs and Services;
- 2) Facilities and Resources; and
- 3) Community Catalyst.

Administration: Through funding available from Operating Budget, Revolving Fund, and Gift Fund:

- 1) Creates, plans for, purchases for, supervises more than 70 programs and special events;
- 2) Recruits, hires, trains, supervises, evaluates more than 100 program staff and 150 volunteers;
- 3) Maintains and operates Rosemary Pool;
- 4) Administers and schedules all athletic fields;
- 5) Maintains all public playgrounds and tennis courts;
- 6) Provides information on Town services and community organizations;
- 7) Oversees renovation projects, funded by the Town or through donations;
- 8) Provides stewardship to property under Commission's jurisdiction; and
- 9) Creates long-range planning for programs, services, and land.

Rosemary Pool: Maintains pool complex to health and safety standards set by state, and provides services and programs with twenty-two staff and 20-30 volunteers. Swim lessons are provided for ages three to adult, including Lifeguard Training. All the staff is certified with CPR and First Aid, aquatic staff all possess Red Cross Lifeguard certification. Instructors hold Water Safety Instructor certification. Expenses dramatically increased at the pool over the summer of 2006, due to constant heavy rains. ***Since its inception, the costs related to electricity, chlorine and filter supplies were within the DPW Parks and Forestry Budget. In FY'08, those funds are being transferred into the Park and Recreation budget, for an increase of \$22,500.***

Summer Programs: Five major programs, currently – Summer Playground, Sport Specialties, Mini-Evergreen Adventure, Cricketeer Adventure, Outdoor Living Adventure, as well as summer volunteer program averaging 150+ participants. Program activities overseen by staff of twenty-five, most who hold CPR and First Aid certifications, as well as Epi-Pen and inhaler training.

Camp Property: A 14-acre parcel on shores of Rosemary Lake with one building and two outhouses. Electrical connection was severed in 1999 when a fourth building on the property was destroyed by fire. Small amount of funding utilized to keep property safe for users.

Parks: Created from existing funds during transition of school grounds and playgrounds, funds are primarily utilized for plumbing, fence repairs, and playground maintenance. In the past, funds were also used to assist with long-term maintenance of Walker Pond, but were eliminated in recent budget reductions. In FY '06, funds for contract cleaning in public restrooms were added, and in FY '07, playground supplies were moved into this line from operating capital. ***A transfer of \$500 from the DPW Parks and Forestry Division budget has been added to the Park and Recreation budget to cover the costs of electricity at the Horsford skating ponds in the Town Forest.***

OPERATIONAL CONSIDERATIONS

Environment: A. Increased public demand for quality outdoor areas, including creation or improvement of (1) athletic fields, (2) trails, (3) bike paths, (4) swim facilities, (5) hockey facility, (6) basketball courts, (7) fishing facilities. **B.** Increased public demand to control Canada Geese. **C.** Increased public demand to solve issues related to trash. **D.** Increased

public demand for clean water in ponds. **E.** Equivalent amount of public demand to create a public dog park vs. eliminate unleashed dogs and their feces from public parks.

Programs: The greatest need of programs is additional space for hosting programs. It is becoming harder for the department to schedule the summer programs in schools and parks, and remains difficult finding space throughout the year, particularly during the school day. Programming space is also difficult to find for summer staff training sessions, including volunteers.

Health: There is a greater concern to provide opportunities that enable residents of all ages to be healthier, physically and emotionally. The department is an active participant in *Eat Well, Be Fit, Needham* and continues to strive to provide information and opportunities that help families and individuals – including staff – create a balance, add fitness, reduce injuries/health risks, and make healthy food choices in their lives.

Communication: Despite the daily attention to communication, particularly with residents, the demand for more information continues to increase. The department regularly utilizes the following communication resources: 3 seasonal brochures, Town’s web site, recorded information, local and regional newspapers, Needham Channel, school newsletters, and information mailings. On the Town’s web site, the *Field Status* section is often noted as the one that gets the “most hits” each month, and overall, the department ranks as one of the most often utilized sites. Greater use will come with the new website system. The IT Department is helping to research on-line registration systems.

Fees: The Park and Recreation Commission annually reviews all program fees, comparing registration figures and revenue for each individual program with the direct costs for providing those programs. The fees are adjusted, as needed. The review for the major summer programs and Rosemary Pool is traditionally done in late October. The revenue collected from these two sources is deposited into the Town’s General Fund. Most revenue from other programs is deposited into the department’s Revolving Fund, as is the Field Maintenance Fee, utilized for athletic field improvements.

YEAR ENDING	EXPENSES	REVENUE	% RECEIPTS	
			REDUCED	NET COST
6/30/83	\$223,563	\$103,555	46%	\$120,008
6/30/84	\$216,361	\$116,905	54%	\$ 99,456
6/30/85	\$232,092	\$125,439	54%	\$106,653
6/30/86	\$243,795	\$141,088	57%	\$102,707
6/30/87	\$273,344	\$141,282	51%	\$132,062
6/30/88	\$278,722	\$164,938	59%	\$113,784
6/30/89	\$302,562	\$203,636	67%	\$ 98,926
6/30/90	\$324,208	\$195,356	60%	\$128,852
6/30/91	\$293,927	\$236,821	80%	\$ 57,106
6/30/92	\$279,448	\$214,581	76%	\$ 64,867
6/30/93	\$290,669	\$218,807	75%	\$ 71,860
6/30/94	\$299,170	\$226,420	75%	\$ 72,750
6/30/95	\$314,277	\$246,083	78%	\$ 68,194
6/30/96	\$301,674	\$238,262	78%	\$ 63,412
6/30/97	\$316,522	\$248,106	78%	\$ 68,416
6/30/98	\$343,493	\$260,441	75%	\$ 83,052
6/30/99	\$353,095	\$242,053	69%	\$111,042

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6/30/00	\$370,628	\$244,276	66%	\$ 126,352
6/30/01	\$412,002	\$240,338	58%	\$ 171,664
6/30/02	\$426,508	\$234,092	55%	\$ 192,417
6/30/03	\$453,231	\$251,747	56%	\$ 201,484
6/30/04	\$447,304	\$281,684	63%	\$ 165,620
6/30/05	\$464,992	\$278,708	60%	\$ 186,284
6/30/06	\$466,342	\$313,464	67%	\$ 152,878

Revolving Fund: The programs held in the Fall, Winter, and Spring, as well as some small summer programs and special events are all funded through the fee-generated Revolving Fund (53-D). The Revolving Fund also includes revenue and expenses related to Field Maintenance Fee, Tennis Badge Fee, Claxton Lights Fee, Carleton Pavilion Fee.

PERFORMANCE MEASURES AND GOALS

Athletic Field Scheduling: In September, 2005, the Memorial Park Trustees voted to turn over the daily scheduling of its four fields and track to Park and Recreation. The current amount of fields that are scheduled: twenty (20) 60’ diamonds; five (5) 90’ diamonds; nine (9) full-size multi-purpose fields; and five (5) small multi-purpose fields. It is anticipated that an additional small multi-purpose field will be built at the completion of the High School renovation project. Not all of these fields can be used in one season due to field layouts conflicting with each other. Some temporary fields are created, such as a multi-purpose field in the fall between the two Claxton Field diamonds. When renovation projects at DeFazio Park and Memorial Park move forward, scheduling will become more difficult while waiting for fields to come back on-line.

FY 07 Objective 1: Assist the consultant with the Field Study project. Completed.

FY 07 Objective 2: Transition scheduling of Memorial Park fields and track. Major portion of transition completed.

FY 08 Objective 1: Oversee design of DeFazio Park and Memorial Park with DPW Parks Division.

FY 08 Objective 2: Assist sports organizations in search for temporary field space.

Park Amenities: This category includes playground structures, tennis courts, basketball courts, and other structures available for use by residents. Since 1995, an effort has been made to upgrade all the playground structures to safer equipment that meets current safety standards. Of the twenty locations overseen by the department, only two wooden structures remain. All playgrounds have had safety updates, but seven are ready for new equipment: Claxton, Greene’s Field, High Rock, Mills, Newman, Rosemary Pool and Walker-Gordon. Operating budget funding is utilized for playground maintenance, but is not sufficient for full renovations. Private contractors do all maintenance tasks. Efforts are underway to repair the cracks in the Mills Tennis courts. At the May 2005 Town Meeting, additional funding was provided to the department to hire a private contractor to clean the restrooms at DeFazio, Claxton and Cricket. At May 2006 Town Meeting, funding was made available to renovate Cricket and Mills bathrooms. Organizations have come forward to assist with renovation of Riverside Park and Mills Field playground. Funding is being sought to replace water bubblers and park signs.

FY 07 Objective 1: Find funding options for renovating the Claxton Playground area. Incomplete.

FY 07 Objective 2: Repair cracks on Mills Field Tennis Courts with assistance of Town staff. Completed Fall 2006.

FY 08 Objective 1: Oversee replacement of water bubblers and park signs.

FY 08 Objective 2: Work with organizations to renovate Riverside Park and Mills Field Playground.

Program Space: Park and Recreation does not have its own space for programming so must borrow from other Town departments or other resources. The Assistant Director created a successful partnership with Olin College last fall that provides a larger space for the Kids Night Out Program, along with two movie-viewing rooms for different age groups. Olin College students work at the program, increasing the availability of staff, and keeping the participant/staff ratio at safe levels. As the Needham Public Schools Community Education offerings grow and begin to expand into recreation opportunities, available program space decreases. The new Library space is a welcome resource. Within the long-range capital improvement plan, the Commission is seeking funding for renovations of the Cricket building for year-round programming space, and of the camp property buildings primarily for summer program space.

FY 07 Objective 1: Continue to seek locations for programs, and continue to expect participants and staff to treat locations with respect, leaving them cleaner than when they entered. Ongoing.

FY 07 Objective 2: Assist the consultant with the Town Facilities Study. Almost complete.

FY 08 Objective 1: Continue search for new program space.

FY 08 Objective 2: Continue discussions with Community Education to reduce conflicts.

Programs: All programs are constantly reevaluated, comparing information from department observations, staff input, and feedback from participants and/or parents. Programs will continue to adapt, be changed, or be eliminated based on these evaluations. Efforts will continue to expand the wellness components of each program, so that the programs are beneficial to each individual participant. Staff Training sessions will continue to provide appropriate information to each staff member, insuring the expectations for quality staff are met at each program.

FY 07 Objective 1: Add one new fitness-related activity to each summer program each week, so that all programs will have added at least eight (8) new fitness activities over the summer. Ongoing.

FY 07 Objective 2: Add components to programs that encourage additional registrations at each individual program. Ongoing.

FY 08 Objective 1: Continue FY 07 objectives.

Rosemary Pool: The recent landscaping renovations have helped make the pool site more useable to all who visit the site. The unpaved parking areas do not provide adequate space for all those who would like to utilize the complex. Parents have come to expect a safe facility for their children, but two major health and safety risks have become more difficult to deal with: (1) the lack of adequate shade to protect skin and (2) an increase in the amount of fecal accidents that can raise the risk of serious infection or disease. The spring and summer of 2006 brought continued heavy rains, making it difficult to maintain blue pool water giving perception of poor water quality. Within the capital improvement requests is a project at Rosemary Pool that would disconnect the pool from the lake.

FY 07 Objective 1: Seek funding for the purchase of artificial shade. Grant provided small covering; additional funding received in capital budget.

FY 07 Objective 2: Continue education program for parents on the importance of clean pool water and their role in achieving that. Achieved but will be continued.

FY 07 Objective 3: Offer additional activities that benefit the health and wellness of pool patrons and staff. Need to continue.

FY 08 Objective 1: Complete renovation of handicap bathrooms.

FY 08 Objective 2: Seek resources to help maintain proper water quality.

Funding: In addition to the Town's resources, the department continually seeks alternative funding solutions to assist with meeting the requests of the residents. Many local organizations contribute the "people power" to accomplish some tasks, and others help raise funds for projects. Last year, the Parent Talk organization joined with the neighbors of Cricket Field to raise the funds and help with the site preparations for a new preschool-age playground at Cricket. The Women's Club annually donates the funds for the Children's Theatre summer performances, and the Needham Business Association assists with the funding of the Spooky Walk. The Exchange Club has cleaned up some trails in the Town Forest, removed glass from the High Rock, making it safer to climb to Needham's highest point, and repainted the department's picnic tables. Parent Talk has begun the process of funding renovations to the Mills Field Playground. A volunteer organization is preparing to assist with trail and open space projects.

FY 07 Objective 1: Continue to seek new sources of funding for programs, special events, and facilities. Ongoing.

FY 07 Objective 2: Research and plan for projects that are eligible to apply for Community Preservation Funds. Ongoing.

FY 07 Objective 3: If funded, assist with completion of Open Space and Recreation Plan, and seek grant opportunities made available to communities with an approved Plan. Almost complete.

FY 08 Objective 1: Collaborate on writing grant requests for trail and open space projects.

Communication: Much of the department staff's time is spent on communicating with residents, local organizations and Town boards/staff about issues related to the work done by the department. The National Recreation and Park Association has provided *The Benefits of Parks and Recreation* as a research tool. The department assists many town-wide organizations with their efforts to communicate. Efforts are continually underway to balance the staff's time spent on communication in comparison to other essential tasks that must be performed to keep the department operating efficiently. Major department projects with large amounts of communication needs took time away from other office tasks in 2006. Though one of the most active web pages on the Town's site, additional information needs to be added. The upcoming new system will provide improved access and abilities. On-line registration is an important next step.

FY 07 Objective 1: Increase and keep updated information on the Town's web site. Successful.

FY 07 Objective 2: Create additional pamphlets that provide helpful information to residents, based on frequently asked questions. Continue.

FY 08 Objective 1: Research on-line registration program.

FY 08 Objective 2: Transfer website data into new program.

Upcoming Challenges

- Balancing requests/demands of community with financial or staffing ability to meet the requests.
- Handling increased number of health and safety issues, decreasing the possibility of major risks or problems.

FY 2007 Performance Indicators for Tracking

- Create specific process for updating information on web site and increase number of "hits" on Park and Recreation sections of web site. *Park and Recreation consistently rates as one of the top five department web sites with "hits." The most utilized is the "Field Status" page. Program brochures and maps of the Town Forest and Ridge Hill are consistently downloaded.*
- Maintain pool and summer program registration totals, and seek to increase in Summer 2006. *During the Summer of 2006, members of 781 families participated in Park and Recreation's Summer Programs. That was an increase of 122 families from the Summer of 2005. The six 2006 summer programs within the operating budget showed an increase in individual registrations over the Summer of 2005. Four of the major programs have registration limits with a combined total of 1,472 individuals permitted to register. In 2006, 1,295 spaces were registered for, compared to 1,078 in Summer 2005. The revenue for the six summer programs was \$138,686 in Summer 2006, in comparison to \$112,736 in Summer 2005.*
- Add daily fitness programming to each summer program and to pool programs. *Each of the summer programs within the operating budget highlighted activities related to long-term fitness in their weekly schedules, with one program even*

declaring "Fitness Fridays." Emphasis continues to be placed on non-traditional activities that can be done without constant adult supervision.

FY 2008 Performance Indicators for Tracking

- Maintain registrations at Mini-Evergreen, but reduce number of participants on wait list.
- Research on-line registration program that will effectively reduce the number of staff hours needed to process each individual registration.

PERFORMANCE REQUESTS RECOMMENDED BY TOWN MANAGER

\$5,200 for Summer Program Staff

PERFORMANCE REQUESTS DEFERRED BY TOWN MANAGER

None

PERFORMANCE REQUESTS NOT RECOMMENDED BY TOWN MANAGER

None

Park & Recreation Department	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Department Submission	FY 2008 Performance Budget	FY 2008 Balance Budget	Performance over Balanced
Salary	372,519	388,876	393,546	401,733	415,763	415,763	415,763	
Expense	62,897	64,121	73,981	87,875	110,875	110,875	110,875	
Capital	11,891	11,996	11,605					
TOTAL	\$447,307	\$464,993	\$479,132	\$489,608	\$526,638	\$526,638	\$526,638	

TRUSTEES OF MEMORIAL PARK

GENERAL PURPOSE

Empowered by Massachusetts General Law Chapter 41, the Trustees of Memorial Park are an elected board consisting of three members who are veterans, two members who are not veterans, and the Chairman of the Board of Selectmen. The Trustees are responsible for the 13.5-acre park, consisting of memorials to veterans, a park building, athletic fields, and a garden. Memorial Park is the site of many community events, and always stands as a tribute to the Town's veterans.

- Maintain memorial structures and gardens;
- Coordinate maintenance of park with Department of Public Works;
- Coordinate scheduling of athletic fields with Park and Recreation Department;
- Coordinate maintenance of building with Municipal Building Maintenance Department;
- Schedule use of community rooms and sign boards;
- Provide a safe and pleasant environment for community events, including Veterans' Day and Memorial Day services, Needham Exchange Club's 4th of July events,

Fiscal Year 2008 Proposed Budget

Needham High School graduation and athletics, community sports programs, concerts, and charitable events.

OPERATIONAL CONSIDERATIONS

The primary operating costs for the building are located in the DPW Parks and Forestry budget. These costs include electricity, heat, and restroom supplies. Due to an increase in energy costs, the Trustees do not schedule use of the building in December, January, and February.

In addition to their operating budget, there is a revolving account to run a food concession with a cap of \$4,100.

PERFORMANCE REQUESTS RECOMMENDED BY TOWN MANAGER

\$250 for Memorial Garden

PERFORMANCE REQUESTS DEFERRED BY TOWN MANAGER

None

PERFORMANCE REQUESTS NOT RECOMMENDED BY TOWN MANAGER

None

Memorial Park	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Department Submission	FY 2008 Performance Budget	FY 2008 Balance Budget	Performance over Balanced
Expense	500	20	308	500	750	750	750	
TOTAL	\$500	\$20	\$308	\$500	\$750	\$750	\$750	

EDUCATION

NEEDHAM PUBLIC SCHOOLS

See Needham Public Schools Organization Chart at end of this section. Budget details for the Needham Public Schools are distributed by the Superintendent and the School Committee. See end of this section.

MINUTEMAN SCHOOL ASSESSMENT

GENERAL PURPOSE

This assessment covers the costs for Needham students who attend Minuteman Regional High School in Lexington. Minuteman Regional High School is a public regional high school district formed by town meeting votes in sixteen member communities – Acton, Arlington, Belmont, Bolton, Boxborough, Carlisle, Concord, Dover, Lancaster, Lexington, Needham, Stow, Sudbury, Wayland and Weston. In accordance with M.G.L. c. 74, Minuteman also provides services to students from surrounding non-member communities on a tuition basis. Minuteman is designed to provide a combination of career-focused high school learning and college preparation.

OPERATIONAL CONSIDERATIONS

The Minuteman assessment has several components based on classes of students: regular FTE, SPED FTE, afternoon middle school pupils, reduced-charge students, and adult students. Student enrollments are shown below. The Minuteman assessment is spread among the 16 member towns and changes based on the total change in the Minuteman budget versus member town enrollments. We have been advised that the student enrollment from Needham is lower than this time last year, but no budgetary data is available from Minuteman at this time, so this line item has been funded at the same dollar amount. The figure shown is for planning purposes only.

Student Enrollment for FY03 Assessment (2001/2002 School Year): 27.78

Student Enrollment for FY04 Assessment (2002/2003 School Year): 23.08

Student Enrollment for FY05 Assessment (2003/2004 School Year): 27

Student Enrollment for FY06 Assessment (2004/2005 School Year): 45.69

Student Enrollment for FY07 Assessment (2005/2006 School Year): 37.5*

* Estimated number (2) of middle school after school exploration program participants

PERFORMANCE REQUESTS RECOMMENDED BY TOWN MANAGER

Not Applicable

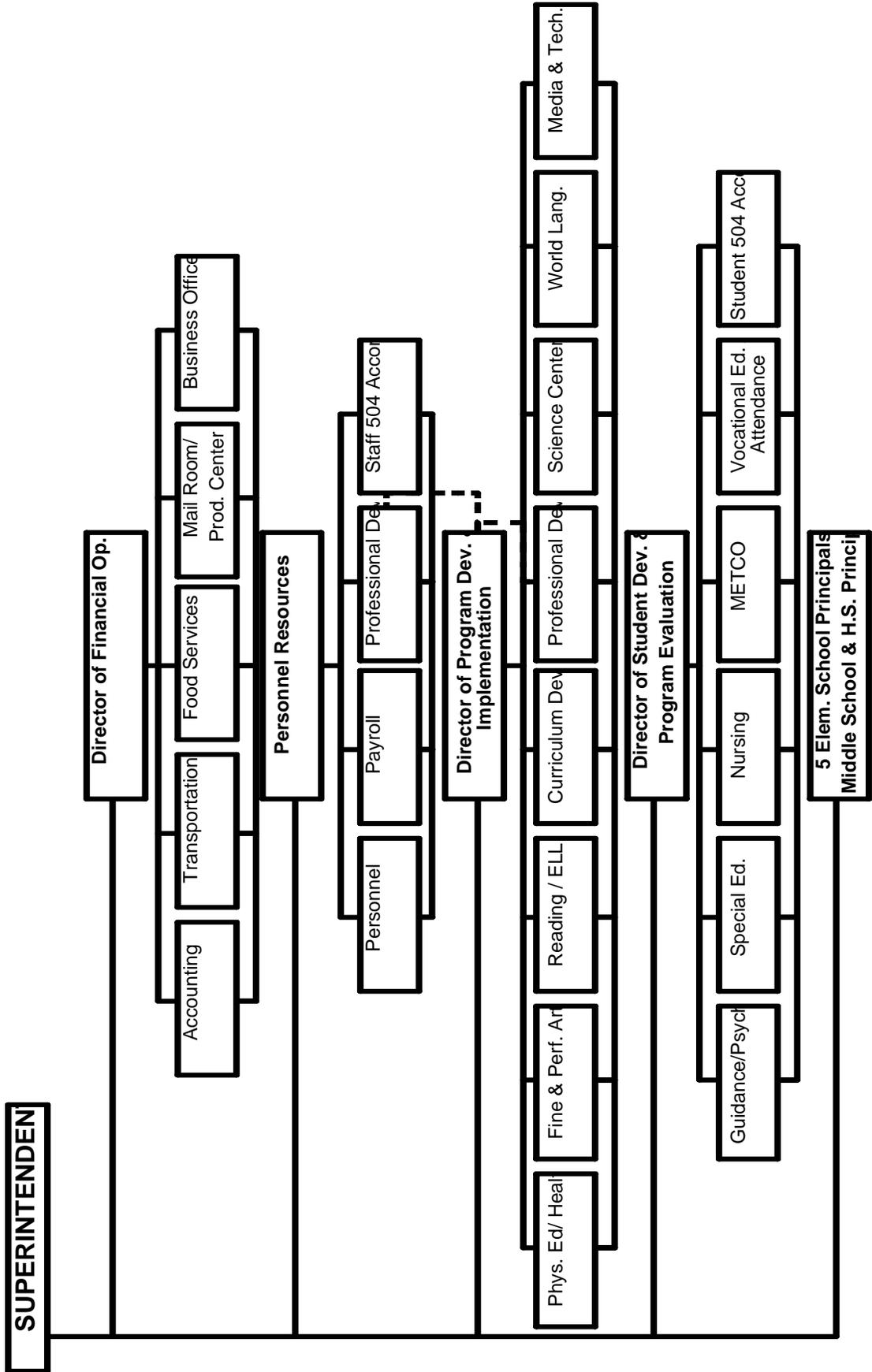
PERFORMANCE REQUESTS DEFERRED BY TOWN MANAGER

Not Applicable

PERFORMANCE REQUESTS NOT RECOMMENDED BY TOWN MANAGER

Not Applicable

Needham Public Schools Organizational Chart



FY08 Budget Summary

Original Request	FTE	Original Request	Sup't. Recomm	SC Needs Budget
Supt Req 542.7	Supt Rec 542.66	SC Needs Recom 542.66		
FY07 Adopted School Budget			37,824,911	37,824,911
Plus Additional Appropriation (Nov 2006 STM)			232,900	232,900
FY07 Amended School Budget			38,057,811	38,057,811
Plus FY08 Base Salary Costs:				
1.77	1.77	1.77	956,665	956,665
Base Salary Costs				956,665
Plus Level-Fund Non-Salary Contractual / Mandated Increases:				
			1,500	1,500
			100	100
			69,150	52,150
			98,407	98,407
			59,840	59,840
			409,930	409,930
			<u>346,865</u>	<u>346,865</u>
			985,792	968,792
				822,641
Plus Level-Fund (Mandated) Staffing Increases:				
0.30	0.30	0.30	21,460	21,460
0.50	0.50	0.50	25,000	25,000
0.30	0.30	0.30	10,000	10,000
0.50	0.50	0.50	25,000	25,000
0.30	0.30	0.30	10,289	10,289
0.74	0.74	0.74	21,354	21,354
0.77	-	-	33,748	0
0.74	-	-	21,354	0
(0.20)	(0.20)	(0.20)	(14,519)	(14,519)
0.77	0.77	0.77	33,748	33,748
1.00	1.00	1.00	50,000	50,000
1.00	1.00	1.00	55,509	55,509
1.00	1.00	1.00	54,293	54,293
0.50	-	-	25,000	0
8.22	6.21	6.21	372,236	292,134
Subtotal Level Fund Request FY08			40,372,504	40,275,402
\$ Inc Over FY07			2,314,693	2,217,591
% Inc Over FY07			6.1%	5.8%
552.7	550.64	550.64		40,129,251
9.99	7.98	7.98		2,071,440
				5.4%

Plus Level Service Requests FY08:

Administrative Operational Support

Financial Operatio	Additional Funds for Financial Operations Expenses (Office Supplies, Travel, Other)	3,258	3,258	3,258
Admin. Tech.	Ongoing Funding for FileMaker Pro Maintenance/ Licensing	4,200	4,200	4,200
District Wide	Reduce Supply Accounts by 15% Due to Funding Constraints	0	(174,319)	(174,319)

Transportation

District	Operating Subsidy to Fee-Based Program to Maintain \$350 Fee.	106,300	106,300	82,430
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Administrative Technology

ETC	Additional Funds for Printer Toner, Wax & Cartridges	5,000	5,000	5,000
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Elementary Classroom Teachers

0.50	0.50	0.50	Mitchell	Continue 0.50 FTE Kindergarten Teacher (Added Mid FY07)	21,911	21,911	21,911
1.00	1.00	1.00	Broadmeadow	Grade 4 Teacher (Includes \$4,000 Non-Recurring Classroom Setup)	54,000	54,000	54,000
0.50	-	-	Hillside	Part-Time Kindergarten Teacher (Includes \$6,000 Non-Recurring Classroom Startup)	31,000	0	0
0.50	-	-	Hillside	Contingency Teacher (Includes \$500 Supplies)	25,500	0	0

FY08 Budget Summary

1.00	1.00	1.00	Mitchell	Grade 3 Teacher (Includes \$2,600 Non-Recurring Computer & \$200 Supplies)	52,800	52,800	52,800
1.00	-	-	Newman	Grade 4 Teacher (Includes \$5,300 Non-Recurring Computer/Setup & \$200 Supplies)	55,500	0	0
0.50	0.50	0.50	Newman	Part-Time Kindergarten Teacher	25,000	25,000	25,000
1.00	-	-	District	Contingency Teacher	50,000	0	0
<u>Secondary Classroom Teacher Requests</u>							
2.00	-	-	NHS	Teachers to Restore Teacher-to-Student Ratios in Math, Social Studies, English, Wellness. (Also Restores 1.0 FTE Cut FY07)	100,000	0	0
<u>Professional Development</u>							
			NHS	Additional Funding for Conferences & Professional Development	880	0	0
			NHS	Additional Funding for Dues & Memberships	500	0	0
			Personnel	District Memberships (EMI, Primary Source, TAS, MI)	31,750	16,750	16,750
<u>Athletics</u>							
			Athletics	Fully fund coaching stipends FY08. Restoring these stipends to the operating budget would reduce the Athletic Fee to approximately \$220 per player per sport (from \$285).	116,266	0	0
<u>Guidance</u>							
0.60	0.40	0.40	Broadmeadow	Part-Time Guidance Counselor for Specialized Learning Center (Includes \$200 supplies/conferences)	30,200	20,200	20,200
<u>Nursing</u>							
1.00	0.50	-	NHS	Additional Nurse to Meet Enrollment Increase, DPH Staffing Ratio	50,000	25,000	0
<u>Level-Service SPED/Psychology</u>							
0.10	-	-	NHS	Expand Team Chair to Meet SPED evaluation needs	5,000	0	0
0.50	0.50	0.50	Elementary	Part-Time Psychologist	25,000	25,000	25,000
<u>Literacy/ Curriculum Development</u>							
0.60	0.40	0.40	Broadmeadow	Part-Time Reading teacher to Meet Enrollment Needs	30,000	20,000	20,000
<u>Media</u>							
0.10	-	-	Broadmeadow	Expanded Media Specialist for Enrollment	5,000	0	0
<u>Phys Ed/ Health</u>							
0.20	-	-	Newman	Expand Phys Ed/Health to Meet Enrollment Growth	10,000	0	0
<u>K-12 Fine & Performing Arts</u>							
0.19	-	-	Elementary	Additional Art Teachers Needed to Meet Elementary Enrollment Growth	9,375	0	0
			Elementary	Additional Funding for Art Materials	1,570	0	0
			Pollard	Additional Funding for Art Materials	800	0	0
			NHS	Additional Funding for Art Materials & Tools	2,450	0	0
0.20	-	-	Elementary	Additional Music Teachers Needed to Meet Elementary Enrollment Growth	10,000	0	0
			Elementary	Additional Funding for Music Materials	485	0	0
			Pollard	Additional Funding for Music Materials & Instrument Repairs	750	0	0
			NHS	Additional Funding for Music Materials	200	0	0
<u>World Languages</u>							
0.40	-	-	Pollard	Part-Time French Teacher to Meet Enrollment Growth (Includes \$3,600 for Textbooks)	23,600	0	0
11.89	4.80	4.30		Total Level Service Requests FY08	888,295	205,100	156,230

Plus Additional Funds Requests FY08:

Restorations

1.00	1.00	1.00	Prof. Dev. Prof. Dev.	Restore District English/Language Arts Instructional Leader - Cut FY07 Restore Funding for Professional Development - Cut FY07	52,750 24,998	52,750 24,998	52,750 24,998
0.50	0.40	0.40	Pollard	Restore Part-Time Guidance Counselor Cut in FY07. (Restores 0.4 Cut, Adds 0.1 for Enrollment. Includes \$200 supplies/conferences)	25,612	20,530	20,530
0.50	0.50	0.50	Newman	Restores Half-Time Nurse Cut in FY07	25,000	25,000	25,000
0.50	0.50	0.50	Pollard	Restores Half-Time Nurse Cut in FY07	25,000	25,000	25,000
0.20	-	-	NHS	Restore Part-Time SPED Department Clerical Support, Cut in FY07	7,831	0	0
0.60	0.60	0.60	Elementary	Restore 0.6 FTE Media Specialists Cut in FY07	30,000	30,000	30,000
0.73	-	-	Newman	Restore 0.725 FTE Phys Ed/ Health Teacher Cut in FY07	36,250	0	0

FY08 Budget Summary

1.00	1.00	1.00	Pollard	Restore 1.0 Health/Phys Ed Teacher Cut in FY07	50,000	50,000	50,000
0.30	-	-	Pollard	Restore Part-Time Art Teacher, To Restore Grade 7 & 8 Electives	15,000	0	0
0.50	-	-	Elementary	Restore Kindergarten Music Program, District-wide, Cut in FY07	25,000	0	0
0.50	-	-	Pollard	Restore Part-Time Music Teacher, To Restore Grade 6-8 Electives	25,000	0	0
0.00	-	-	Elem/MS	Restore Funding for Piano Accompanists for Elementary & MS	11,900	6,900	6,900
3.50	-	-	Elementary	Curricular Choirs. Cut in FY07.	177,400	0	0
4.05	2.68	2.68	Science Ctr	Restore Elementary Spanish Program in Grades 3,4 & 5	203,770	164,730	164,730
13.88	6.68	6.68		Restore Science Center to Operating Budget (Cut in FY07)	735,511	399,908	399,908
				Subtotal Restorations			

Other Additional Funds Requests

Clerical Support

1.00	-	-	Superintendent	Full-Time K-8 Registrar/ Central Office Clerical Support	37,098	0	0
1.00	-	-	Financial Ops.	Full-Time Secretary for Financial Operations Office	37,098	0	0
0.50	-	-	Personnel	Half-Time Personnel Secretary for EPIMS	15,002	0	0
0.11	0.11	0.11	Transportation	Expand Transportation Coordinator from 5.0 Hrs to 7.0 Hrs/Day (50% with Revolving)	6,359	6,359	6,359
0.24	-	-	Eliot	Expand Office Aide Position by 10 Hours Per Week	5,341	0	0

Administrative Operational Support

			Superintendent	Additional Funds for Travel & Conference	1,400	0	0
			Personnel	Additional Funds for Out-of-State Travel/ Employee Recruitment	2,500	0	0
			Personnel	On-Line Job Application Software	5,000	5,000	5,000
			Personnel	File Cabinets for Personnel Office	2,000	-	-
			General Svcs.	Additional Funding for District Advertising Expense	15,000	10,000	10,000
			Admin. Tech.	Additional Funds for In-State Travel & Conference	375	0	0

Administrative Enhancements

			Personnel	Consultant - Minority Recruitment	10,000	5,000	5,000
			Nurses	(7) Palm/Phones for Nurses	3,000	0	0
			Admin. Tech.	SynreVoice Emergency Connects District-wide Call Out Service	6,000	0	0
			Admin. Tech.	Docutron Workflow and Archive Management Tool	36,000	0	0
0.50	-	-	Broadmeadow	Expand 0.5 Assistant Principal to Full-Time	42,519	0	0

Instructional Operational Support

			Eliot	Additional Funding for First Grade Supplies	4,000	0	0
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Literacy/ Curriculum Development

			Curriculum	Teacher Stipends - District Curriculum Development	30,000	30,000	30,000
			Curriculum	Grade 2 & 3 Phonics Curriculum Materials ("Foundations")	28,341	28,341	28,341

Athletics

			High School	Impose Family Cap of ____ on Athletic Fees			
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Guidance

			NHS	2.0 FTE Additional NHS Guidance: 1.0 FTE New Counselor, and upgrade of existing Full-Time Program Specialist (\$38,517) to 1.0 FTE Guidance Counselor. Request also includes \$1,300 Non-Recurring Computer & \$500 Supplies/Travel.	68,777	16,030	16,030
1.23	0.23	0.23					

K-12 Fine & Performing Arts

			Eliot	Art Class to Serve Eliot Language Based/Occupational Therapy Students	1,875	0	0
0.04	-	-					
0.03	-	-	Eliot	Music Class to Serve Eliot Language Based/Occupational Therapy Students	1,250	0	0
0.10	-	-	NHS	Part-Time Teacher for General Music Course	5,000	0	0
0.20	-	-	NHS	Part-Time Public Art Teacher (Coordinate with Grant Funded Public Art Project)	10,000	0	0

Instructional Technology

			ETC	Sony Virtuoso Maintenance agreement	3,000	3,000	3,000
0.77	0.77	0.77	District	Full-Time Technology Lab Assistant	33,748	33,748	33,748
0.30	0.30	0.30	NHS	Part-Time H.S. TV Communications Teacher	15,000	15,000	15,000

World Languages

			Pollard	World Language Department Head to Full-Time for 6-12; Hire 0.5 Additional Pollard Teacher	25,000	25,000	25,000
0.50	0.50	0.50					

FY08 Budget Summary

6.51	1.91	1.91	Subtotal Other Additional Funds	450,683	177,478	177,478
20.39	8.59	8.59	Subtotal All Additional Funds Requests FY08	1,186,194	577,386	577,386
584.9	564.03	563.53	Grand Total FY08 Request	42,446,994	41,057,889	40,862,867
42.3	21.37	20.87	\$ Inc Over FY07	4,389,183	3,000,078	2,805,056
			% Inc Over FY07	11.5%	7.9%	7.4%