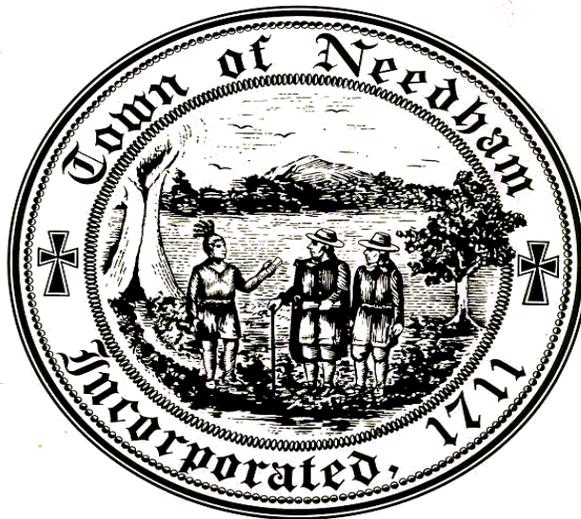


TOWN OF NEEDHAM
Proposed Annual Budget
Fiscal Year 2008



January 31, 2007

Kate Fitzpatrick
Town Manager

Reader's Guide to the Fiscal Year 2008 Budget

This budget document is intended to be accessible to readers with significant, little, or no experience with municipal finance. Presented in seven distinct sections, this budget document will provide both general and specific data, from philosophical discourse on the nature of the fiscal partnership between branches of government, to line-by-line department spending requests for items such as office supplies and gasoline. The sections include:

- The **Town Manager's Budget Message** (pp. 1 - 12) contains the overall philosophy upon which the budget was developed, and provides an explanation of the budget process, and any significant changes to the budget as compared to previous years.
- The budget itself is contained in the **Budget Highlights and Summaries** Section 2. This segment provides analysis and overview of historical and proposed revenue and expenditure categories, as well as the balanced budget proposal.
- Sections 3 and 4 contain the **Department Descriptions for the General Fund, Enterprise Fund, and Community Preservation Fund**. These are detailed descriptions, identifying the general purpose of each department and the operational considerations that impact each budget.
- Section 5 contains actual **Departmental Spending Requests** (forms DSR2, DSR3, and DSR4) for General Fund and Enterprise Fund departments and the Community Preservation Fund.
- Section 6 contains the **Executive Summary of the FY08 – 12 Capital Improvement Plan**, published as a separate document on January 2, 2007.
- A **Glossary of Terms** that may prove useful in reviewing this budget is included in Section 7.

~ Community Profile ~

The Town of Needham is located on rocky uplands within a loop of the Charles River in Eastern Massachusetts. The Town is bordered by Wellesley on the west and northwest, Newton on the north and northeast, the West Roxbury section of Boston on the east, Dedham on the southeast and south, and Westwood and Dover on the south. Needham is ten miles southwest of Boston, twenty-nine miles east of Worcester, and about 208 miles from New York City. The Town has a total area of 12.70 square miles and a total land area of 12.61 square miles.

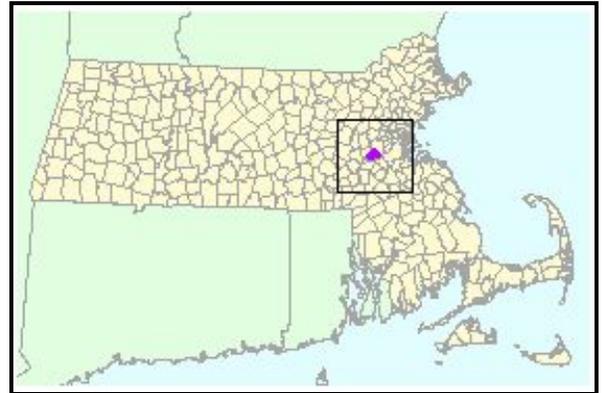


Figure 1: Needham, Massachusetts

Needham is situated in the greater Boston area, which has excellent rail, air, and highway facilities. Principal highways are State Routes 135 and 128 (the inner belt around Boston) and Interstate Route 95, which shares the same roadway as State Route 128. Commuter rail service is available via four stations to Back Bay Station and South Station in Boston. Needham is a member of the Massachusetts Bay Transportation Authority (MBTA), which provides fixed bus route service between Needham Junction and Watertown Square.

Needham was incorporated in 1711 and has experienced numerous changes over its history. Early settlers relied primarily on agriculture and grazing plus some winter lumbering with orchards and tanneries as supplements in the 1700s. Saw and gristmills were opened along the Charles through the 18th century. Extension of the rail and land speculation encouraged settlement, and the town experienced growth in industrial employment and production during the mid-19th century. Needham manufacturers made knit goods, underwear, hats, shoes and silk, although attempts to cultivate silk worms were short-lived.

Land speculation, housing development and knitted underwear continued to be the foundation of Needham's economy into the 20th century, with the famous William Carter Corporation prominent in the children's knitwear industry. The construction of Route 128 in 1931 opened portions of the Town to development as part of the high-tech highway in the post-World War II electronic industrial boom. The creation of one of the nation's first industrial parks in 1950, the later addition of high technology firms, the improvement of access to Route 128 and Boston, and Needham's fine schools and public services have contributed to the Town's emergence as one of the more desirable suburbs of Boston.

While Needham has developed over the years, population figures have remained relatively stable since the 1970s, ranging from 29,748 in 1970 to 27,901 in 1980 to 27,557 in 1990 to 28,911 in 2000 (source: U.S. Census). The Town's total assessed valuation for fiscal year 2007 totals \$7,120,813,393, of which 88% is residential and 12% is commercial/industrial/personal property. The average assessed value for a single-family home is \$682,019, resulting in an average residential property tax bill of \$6,376.

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Budget Message Toward Sustainability

How can the Town meet the needs of today's residents for improved facilities, expanded classroom space, and decent roads without deferring today's costs to future generations? How can we continue to meet citizen expectations for programs and services within the limited revenue available after accounting for fixed costs?

Attend a conference, read a professional journal, or speak to a colleague in almost any field, and sooner rather than later you will be discussing sustainability – the “issue of our age.” Sustainability is generally viewed as having environmental, social and economic applications, and has two key features: meeting the needs of the present without compromising the ability of future generations to meet their own needs, and improving quality of life while living within the carrying capacity of the supporting environment.¹ While most often viewed in the context of environmentalism, the concept of sustainability will play an increasingly important role in state and local planning and budgeting in the coming decade.

Over the past five years, the Town has worked aggressively to balance its operating budget without recourse to operating overrides whenever possible. We have succeeded in this effort in large part by reducing discretionary programs. The budget was balanced in FY03 by eliminating the entire capital improvement plan (thereby allocating a significant amount of non-recurring revenue for on-going operations, which is unsustainable). In FY04, while the voters approved approximately \$2,450,000 in increased funding for education, public safety, and roads, other municipal department budgets were cut by just under \$500,000, or 3.5% (including more than ten full-time equivalent employees). In FY05, Town Meeting was presented with only a modest capital budget, and department budgets were again reduced to meet a budget gap of more than \$2 million. Based in part on the conversion of our health insurance program to the West Suburban Health Group, we were able to work together to achieve a balanced budget without a Proposition 2 1/2 property tax increase in fiscal year 2006. In FY07, voters approved a modest operating override for municipal operations in the amount of \$597,370, although a companion override for the Public Schools, in the amount of \$1,476,017, did not pass, requiring difficult choices on the part of the School Superintendent and School Committee.

Since the advent of Proposition 2 1/2, communities like Needham have experienced pendulum swings in budgetary cycles. In good years, revenue is sufficient to build up reserves and add services. In lean years, reserves are drawn down as the community awaits the next up-turn. Unfortunately, there is no hint that an up-turn significant enough to meet the growing demand for services is anywhere on the horizon.

Needham has historically and continues to exhibit best practices for sustainable government. Needham was one of the first local retirement systems to begin addressing the unfunded pension liability in the late 1980's. Similarly, Needham is one of only a handful of cities and towns that has established a funding mechanism for post-employment

¹ Michael Willis, “Sustainability: The Issue of Our Age,” PM Magazine, August, 2006

benefits. Since 2002, the Town has appropriated more than \$2 million toward a current unfunded liability of over \$45 million. Importantly, FY08 marks the first year that we are recommending an appropriation in accordance with the actuarial funding table. For the first time, and similar to the pension system, retiree health insurance would be paid directly from the insurance liability fund under this proposal. Disclosure of unfunded post-employment benefit liabilities is now required by the Government Accounting Standards Board (GASB) under Standard 45, and Needham's efforts in this regard have been identified by Standard and Poor's in the maintenance of the Town's AAA bond rating.

The Town has worked aggressively to secure the maximum amount of State reimbursement for public library and public school construction projects. The Town received a grant of over \$3 million toward the Public Library which opened in FY06. Within the last year, the Town has secured full reimbursement of the State's share of the Newman School project, full reimbursement of the State's share of the Eliot School project, begun receiving payments for the State's share of the Broadmeadow and High School HVAC projects, and begun receiving direct payments for the State's share of the on-going High School construction project.

Finally, the Town has been generally successful in reducing its reliance on appropriating non-recurring funds for operating expenses. Moreover, the Town has established and continues to modestly fund a Capital Equipment Fund, and has refrained from appropriating any portion of the Stabilization Fund toward operating expenses even during the recent fiscal crisis.

Budget in Brief

The FY08 operating budget recommendation totals \$96,867,694, or \$10,688,778 less than the FY07 budget. However, after accounting for the revenue and expense relating to an extraordinary debt service payment by the Commonwealth, spending levels proposed for FY08 are 3.04% percent higher than in FY07. After five very difficult years, the budget picture has moderated slightly in FY08. In FY07, the projected increase in fixed costs (including Town Wide Expenses and Public Facilities) represented over \$2.8 million, or 62% of new revenue. In FY08, that figure is \$882,708, absorbing "only" 32% of new revenue. Moreover, after years of decline or stagnation, the Town received an increase in local aid in FY07. As a result, some funding is available to allocate to the schools and general government departments.

Included in this document, along with the balanced budget, is a performance improvement budget. This budget consists of those items that we recommend that the Board of Selectmen and Finance Committee consider for funding if an operating override is proposed, or if revenue is otherwise made available.

Budgeting Best Practices

In developing the FY08 budget, we have employed the following best practices in order to produce a budget that preserves the Town's fiscal sustainability:

1. Current revenues must be sufficient to support current expenditures.
2. Debt must not be used to fund on-going operating expenses.

3. The use of Free Cash to fund operations should be minimized.
4. Adequate contingency funds should be maintained.
5. Sufficient maintenance and replacement funds should be allocated to ensure that capital facilities and equipment are properly maintained.

Core Budget Priorities

In consultation with the Board of Selectmen, we have adopted the following core budget priorities for non-school operations. These priorities served as a key guideline in our evaluation of departmental spending requests.

Tier A

- Invest in maintenance and/or renovation of capital assets including buildings, fields, and recreation facilities.
- Ensure continued investment in the Town's infrastructure.
- Provide resources to adequately address general administration of the Town, particularly in the areas of records management, performance measurement, customer satisfaction, personnel administration, risk management, and budgetary control.
- Support the acquisition and maintenance of rolling stock and equipment to maintain efficient operations in the Police, Fire, Public Works and Public Facilities Departments.

Tier B

- Maintain the current, modest level of spending on community services (Recreation, Health, Library, Youth, Veterans, Seniors, Disability Committee, Historic Commission, Memorial Park) representing 2.7% of the FY07 operating budget.
- Support new or expanded initiatives that directly improve the Town's ability to address and respond to emergency situations and hazards. (*Note: maintenance of the current funding level for public safety functions is assumed and is a top priority.*)
- Support initiatives that will improve the economic vitality of the Town's business centers.

Tier C

- Achieve an adequate investment in services provided at the newly renovated Public Library.
- Support initiatives aimed at achieving greater coordination and efficiency in land use and community development department operations.

Budget Process

The Town Manager, the Finance Committee, the Board of Selectmen, and the School Committee all play different and important roles in the budget process. The General By-laws of the Town of Needham provides for the following:

Section 2.2.1 Operating Budget

The Town Manager shall issue budget guidelines and instructions for all Town departments to submit their spending requests for the ensuing fiscal year. The Town Manager shall consult with the Finance Committee prior to the issuance of said guidelines and instructions. The Town Manager and/or his/her designee and the Finance Committee shall consult with each other throughout the budget process. The Town Manager and the School Superintendent will provide the Finance Committee with copies of their respective departmental spending requests on or before the 2nd Wednesday of December. Following receipt of these spending requests, the Finance Committee may begin its consideration of same, including the commencement of budget hearings. The Town Manager, after consultation with the Board of Selectmen and School Committee, shall not later than the 31st day of January, present to the Finance Committee a balanced budget recommendation in the form of an executive budget, which shall include the spending priorities of all Town departments for the ensuing fiscal year, including in addition thereto, the voted School Committee budget requests if different than that contained in the proposed balanced budget. The Town Manager's executive budget recommendation shall not be binding on the Finance Committee. Said executive budget recommendation shall include the estimates of Town revenues and proposed expenditures of all Town departments, including debt service and other amounts required to be raised for the ensuing fiscal year. The Town Manager may amend or otherwise revise revenue estimates as may be warranted. All such revisions shall be provided in writing to the Board of Selectmen, School Committee and Finance Committee.

Table 1.1

KEY DATES FOR THE FY 2008 BUDGET PROCESS

Day	Date			Activity
THU	August	17	2006	Town Manager issues capital request guidelines to department managers.
WED	September	6	2006	Town Manager budget consultation with the Finance Committee.
TUE	September	12	2006	Town Manager budget consultation with Board of Selectmen.
THU	September	21	2006	Department capital requests are due. Town Manager issues budget guidelines to department managers.
FRI	September	29	2006	Department spending requests to other departments are due, e.g., building maintenance needs, technology needs, etc.
THU	October	19	2006	Department spending requests are due.

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TUE	December	05	2006	Town Manager consultation with Board of Selectmen and School Committee
WED	December	13	2006	Department spending requests are due to Finance Committee from the Town Manager and School Superintendent
TUE	January	02	2007	FY 2008 – FY 2012 Capital Improvement Plan is Distributed
TUE	January	23	2007	Board of Selectmen opens the May 7, 2007 Annual Town Meeting Warrant
TUE	January	30	2007	Town Manager’s Budget Presentation
WED	January	31	2007	Town Manager’s Budget is due to the Finance Committee
MON	February	05	2007	Warrant articles for 2007 Annual Town Meeting are due to Board of Selectmen.
THU	February	22	2007	Finance Committee’s FY 2008 draft budget is due to the Town Manager
TUE	February	27	2007	Board of Selectmen closes the May 7, 2007 Annual Town Meeting Warrant. <i>(Last regularly scheduled meeting to vote ballot questions for Annual Town Election)</i>
THU	March	15	2007	Finance Committee’s recommendations are due for inclusion in the Annual Town Meeting Warrant.
TUE	April	10	2007	Town Election
MON	May	07	2007	Annual Town Meeting Begins
SUN	July	01	2007	Start of Fiscal Year 2008

Budget guidelines were distributed to departments, boards, and committees on September 21, 2006, with spending requests due on October 19, 2006. The senior management team held numerous budget review meetings during the month of November. Finance Committee and Community Preservation Committee liaisons were invited to attend these meetings in order to prepare for their own deliberations. Discussions with the Board of Selectmen, Finance Committee and School Committee continued during the fall, and the School Committee held a public hearing on the budget for the Needham Public Schools on January 16th. In accordance with the By-law, the voted budget of the School Committee is included for consideration and is listed under the “Performance Budget” category. Departments were asked to use the following guidelines in preparing their spending requests:

Level Service Budget The initial budget requests reflect the amounts necessary to provide the same level of service in FY08 as in FY07. Spending requests include increases for contractual or mandated items, items subject to significant inflationary pressure, and/or any other item deemed appropriate after consultation with the Town Manager. One-time

items funded in FY07 have not been carried forward into FY08 unless they meet the level service test.

Performance Improvement Budget Departments wishing to request additional funding for salary or expense items did so under the performance improvement budget. Priority has been given to performance improvement requests that are critical to the provision of current services, directly related to the identified goals, challenges, and/or opportunities for the department, and identified as core budget priorities by the Town Manager and Board of Selectmen.

Budget Narrative Each Budget Narrative section includes a brief description of the general purpose and primary functions of the department. This section includes a description of revolving funds and related activity for FY06, the nature and amount of fees charged by each department, and fees collected in FY06.

Performance Measures The Performance Measures section of the spending request includes specific objectives for FY08, challenges and/or opportunities the department expects to encounter in the next three to five year period, and indicators of workload or performance.

Budget Format

As in previous years, we continue to recommend that the “purchase of service” and “expense” line items be presented to Town Meeting as one line. We have included the breakdown of each for informational purposes. Combining the lines will significantly impact the operational efficiency of General Government departments, as they will not need to wait until a Town Meeting to move funds from one line to another. For example, a department that has an expense line for vehicle supplies cannot currently pay for a vehicle to be repaired at a private facility, which is considered a service. The FY08 budget also represents the first year that the Youth, Veterans and Council on Aging Departments have been consolidated into the Diversified Community Social Services Department. Finally, projected expenses for retiree health insurance have been segregated from active employees and reallocated to the Insurance Liability Fund.

Fiscal Partnership with the Commonwealth

The Massachusetts Municipal Association (MMA) has been working to help cities and towns reestablish a fiscal partnership with the Commonwealth. The cornerstone of the MMA plan is a fixed share revenue policy, which has been endorsed by the non-partisan Massachusetts Taxpayers Foundation (MTF). MTF recommends dedicating 40 percent of income, sales and corporate taxes to the state’s major local aid accounts. “This MTF proposal would restore the deep cuts in aid during the state’s fiscal crisis and expand future aid for our cash-strapped municipalities. Cities and towns face a long-term financial crunch due to dependence on uncertain state aid, rapidly rising costs, particularly for employee health care, and limited ability to raise revenues. The proposal would give local taxpayers much needed relief, while providing local officials with a degree of certainty about the ongoing share of state resources on which they can rely.”²

² “The Long-Term Mismatch between Available Resources and Important State Priorities,” MTF, September 2006

At the 2007 MMA Annual meeting, newly elected Governor Deval Patrick said that he supports “predictable, equitable and adequate local aid” and pledged not to close the projected state budget gap on the backs of local government. ³

Lottery Aid, historically intended for cities and towns, was diverted for other State spending between FY02 and FY06. We estimate that **\$1,138,022** in revenue that would have been provided to Needham in accordance with the Lottery formula was subject to diversion. On a positive note, the FY07 State budget ends the Lottery diversion in its entirety. However, the outlook for Lottery revenue is cautionary: “There is also growing concern about State lottery revenue this year and next. Lottery revenue so far this year is running far below the amount needed to fund the \$920 million distribution on the fiscal 2007 Cherry Sheets and is on track to be short of funding any increase in fiscal year 2008.”⁴ Needham received a **19.5%** increase in lottery funding in FY07, or **\$316,766**.

The major categories of **Non-School Aid** have been reduced by **\$149,175** or **42%** since FY01:

Table 1.2
Non-School Aid FY01 – FY07

	<u>Additional Assistance</u>	<u>Gasoline Tax</u>
FY01	\$259,216	\$95,952
FY02	\$259,216	\$23,958
FY03	\$242,345	\$0
FY04	\$205,993	\$0
FY05	\$205,993	\$0
FY06	\$205,993	\$0
FY07	\$205,993	\$0

The **School Aid** picture is mixed. While Chapter 70 funding increased by **\$527,325 (13.7%)** in FY07, State funding for education remains **\$138,724** below the FY03 level:

Table 1.3
Total School Aid FY01 – FY07

	<u>Chapter 70</u>	<u>School Transportation</u>
FY01	\$4,152,973	\$179,030
FY02	\$4,504,997	\$140,339
FY03	\$4,504,997	\$149,373
FY04	\$3,603,998	\$0
FY05	\$3,603,998	\$0
Fy06	\$3,838,948	\$0
FY07	4,366,273	\$0

³ “Gov. Patrick Meets with Local Officials,” MMA Website, January 13, 2007

⁴ “Deleo to House: State Faces a Tough Budget Year,” MMA Website, January 26, 2007

Coupled with only modest growth in State aid and local receipts, the Town is grappling with growing service demands in all sectors – calls for emergency services, an increasing elderly population, and most visibly a growing school age population. The number of students in the Needham Public Schools grew more than 21% since 1996. The impact of a growing school age population has ramifications beyond the budget for the Needham Public Schools and Public Facilities Departments – this population is also served by the Park and Recreation Department, the Park and Forestry Division of Public Works, the Youth Commission, public safety departments and others.

Table 1.4

**Needham Public Schools Enrollment
1996/1997 - 2006/2007**

	Enrollment	Percentage Change
1996/1997	4,110	
1997/1998	4,281	4.2%
1998/1999	4,303	0.5%
1999/2000	4,334	0.7%
2000/2001	4,374	0.9%
2001/2002	4,439	1.5%
2002/2003	4,565	2.8%
2003/2004	4,667	2.2%
2004/2005	4,838	3.7%
2005/2006	4,915	1.6%
2006/2007	4,979	1.3%

1996/1997 - 2006/2007 Increase:	21.1%
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Source: Future School Needs Committee Annual Reports

Personnel and Benefits Costs

A significant share of municipal spending is allocated to salaries and personnel-related costs such as retirement and health insurance. Annual increases in salary line items over the past six years have generally mirrored the overall increase in revenue (4% overall; 5% for the Needham Public Schools and 3% for General Government Departments). However, increasing fixed costs over that same period have absorbed the majority of new revenue, resulting in budget cuts or override requests. The number of full-time equivalent employees over the same six-year period for General Government Departments has actually declined by .4%, while School Department FTE's grew by 7% since FY03 (see Table 1.5).

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Table 1.5

**Full-time Equivalent Employees
FY01 to FY07**

	Funded FY01	Funded FY02	Funded FY03	Funded FY04	Funded FY05	Funded FY06	Funded FY07	FY01-07 % Change
BOS/TM	6.8	6.8	6.8	6.8	6.8	6.8	6.7	-1%
Town Clerk	4.4	4.4	4.4	4.4	4.4	4.4	4.4	0%
Finance	22.9	22.9	22.8	20.7	20.7	20.7	21.7	-5%
Finance Committee	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0%
Police	58.0	58.0	58.0	58.0	58.0	58.0	58.0	0%
Fire	75.0	75.0	75.0	75.0	75.0	74.0	74.0	-1%
Building	6.3	5.9	5.9	5.9	5.9	7.2	7.2	15%
DPW	85.0	88.0	88.0	84.0	85.0	85.0	87.0	2%
Public Facilities	54.1	52.1	56.1	52.1	53.7	50.5	50.5	-7%
Health	5.4	5.5	5.5	5.5	5.5	5.5	5.5	2%
Div. Comm. Social Serv.	9.5	9.5	9.5	9.4	9.4	9.4	8.9	-6%
Planning	2.0	2.0	2.0	2.0	2.0	2.0	2.4	20%
Board of Appeals	0.3	0.3	0.3	0.3	0.6	0.6	0.6	100%
Conservation	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0%
Library	18.6	18.6	18.6	18.0	18.0	20.0	20.0	7%
Park and Recreation	4.0	4.0	4.0	4.0	4.0	4.0	4.0	0%
Total	353.5	354.2	358.1	347.2	350.1	349.3	352.1	-0.4%
Needham Public Schools FY03 - FY07 Change			509.0	519.4	531.7	548.1	542.7	7%

Controlling the growth in municipal health costs has been the subject of many research projects and task force reports over the past few years. Municipal health insurance programs are strictly regulated by State law and are subject to collective bargaining. As a result, the Town is limited in its ability to control costs. However, at an average of 66%⁵, the Town's contribution to employee health care costs is among the lowest in the Commonwealth. Moreover, the Town recently elected to join a purchasing group, which has had a positive impact on the growth in premiums. The Town continues to see an increase in the number of employees and retirees participating in the plan, as private sector companies reduce or eliminate family and/or retiree coverage, with total enrollment up 23% since FY97.

Table 1.6

⁵ On a weighted average basis, the Town contributes 71% of the health insurance premiums for active employees, 61% for retirees, and 66% overall.

**Health Insurance Enrollment
FY1997 - 2007**

Fiscal Year	Town	School	Total Actives	Retirees	Total Active & Retired
FY95	251	350	601	664	1,339
FY96	249	364	613	700	1,377
FY97	241	370	611	661	1,272
FY98	243	404	647	646	1,293
FY99	276	389	665	660	1,325
FY00	282	406	688	649	1,337
FY01	286	422	708	673	1,381
FY02	293	426	708	665	1,373
FY03	292	439	731	704	1,435
FY04	285	474	759	716	1,475
FY05	305	491	796	750	1,546
FY06	298	507	805	759	1,564
FY07	304	492	796	771	1,567
Total Change FY97-FY07	26%	33%	30%	17%	23%

Capital Budget Summary

The focus of this document is the FY08 General Fund, Enterprise Fund, and Community Preservation Fund budgets. The FY08 – FY12 Capital Improvement Plan (CIP) is published as a separate document. Section 6 of this document contains the executive summary of the FY08-FY12 CIP. An integral part of the balanced budget proposal contained herein, however, is the funding of capital and other non-recurring items (financial warrant articles) with non-recurring revenue. We continue to recommend that not more than \$2 million of Free Cash be appropriated for operating expenses. Therefore, just over \$1.2 million of the \$3.2 million certified Free Cash amount has been recommend for cash capital spending.

Financial Warrant Articles/Other Appropriations

We intend to recommend the following financial warrant articles and other appropriations:

1. Household Hazardous Waste Collection (Solid Waste Enterprise) \$8,000
2. Compensated Absences Fund \$100,000
3. Senior Corps Program \$10,000
4. General Fund Contribution \$443,500
5. Miscellaneous and Non-Recurring \$75,000

A recommendation for appropriation to the Capital Improvement Fund, in accordance with the standard formula, is also forthcoming.

Challenges Ahead

The Town has a critical need for investment in public infrastructure, including buildings, roads, fields, water mains, and the like, which will require creative approaches to meet the goal of equitable distribution of the debt burden among generations. The Town is working with a private, non-profit organization which is raising funds to begin the renovation of the Memorial and DeFazio complexes. Future phases will likely compete for Town funding. The Town is also beginning the implementation of the Facility Master Plan, with design for a sixth grade center at High Rock approved by the November 1, 2006 Special Town Meeting. A second project, the conversion of the Morse-Bradley Estate at Ridge Hill Reservation to be used as a Senior Center, is also underway. The recently released Facility Master Plan includes many other urgently needed projects. To this end, we recommend the establishment of a capital facility stabilization fund to begin the process of saving for the known and extraordinary expenses identified on the plan.

The Town is also embarking on an effort to ensure the continued economic vitality of its business districts in order to maintain both the sense of community and tax revenue generated by a thriving business sector. The downtown design study was funded through a combination of Town appropriation, a smart growth grant from the Commonwealth of Massachusetts, and contributions from local business and property owners. This on-going and highly dynamic process will engage the Town in a focused and prioritized planning effort to improve the downtown area. The intent is to present any necessary zoning changes to the fall, 2007 Special Town Meeting.

Conclusion

So how do we begin our progress toward sustainable government? Earlier this month, I was fortunate to accompany 11 individuals to the Mississippi Gulf Coast through Needham Cares. Needham Cares is one of many Needham-based service organizations dedicated to improving the quality of life for fellow citizens. Needham Cares provides financial, emotional, and physical support to residents in the Gulf Coast who have limited access to the resources necessary to rebuild their homes and neighborhoods. The work of this organization is illustrative of the sense of community that still flourishes in Needham, and represents sustainability in its purest state – citizens using the resources they already have to improve the quality of life for their neighbors. This spirit, then, represents that intangible factor that may be our only hope for turning an unsustainable financial model to one that balances resources and community expectations.

Acknowledgements

I would like to acknowledge the invaluable contributions of Sandy Cincotta, Christopher Coleman, David Davison, Dan Gutekanst, the staff in the Town Manager's Office (Sharon Tedesco, Leona Simonelli, and Amy Holland), and all of the department managers whose participation and support of "Team Needham" exemplify commitment, collaboration, and integrity: Tom Leary, Paul Buckley, Rick Merson, Tedi Eaton, Tony DelGaizo, Bob Lewis, Rhain Hoyland, Lance Remsen, Chip Laffey, Steve Hawes, Jamie Brenner Gutner, Jon Mattleman, Janice Berns, Lee Newman, Melissa Melnick, Evelyn Poness, Bob Burke, John

Logan, Patty Carey, Ann MacFate, Dan Walsh, Kristen Phelps, Steve Popper, Mark LaFleur, and Chip Davis.

Respectfully Submitted,

Kate Fitzpatrick

Kate Fitzpatrick
Town Manager

Budget Highlights

Table 2.1

Town of Needham FY 2008

Revenue Sharing Proposal

	FY 2007	FY 2008	Change from FY 2007
General Fund Revenue Available	\$ 107,556,472	\$ 96,867,694	\$ (10,688,778)
General Fund Debt Service Budget	\$ 22,903,028	\$ 9,425,551	\$ 13,477,477
General Fund Revenue Available after Debt Service			\$ 2,788,699
Financial Warrant Articles	\$ 766,490	\$ 628,500	\$ 137,990
Cash Capital	\$ 1,092,560	\$ 1,212,560	\$ (120,000)
Townwide Expense Group	\$ 39,975,825	\$ 27,343,401	
Less Debt Service	\$ (22,903,028)	\$ (9,425,551)	
Less CPS	\$ (480,000)	\$ (575,000)	
Change in Other Townwide Expenses	\$ 16,592,797	\$ 17,342,850	\$ (750,053)
Department of Public Facilities	\$ 6,291,045	\$ 6,423,700	\$ (132,655)
General Fund Revenue Available after Shared Costs			\$ 1,923,981
School Operating		60%	\$ 1,154,389
Municipal Operating		40%	\$ 769,593
Amount Recommended for School Operating		64%	\$ 1,236,175
Amount Recommended for Municipal Operating		36%	\$ 687,806

Balanced Budget

Due to the extraordinary debt service payments in FY07 related to unanticipated School Building Assistance payments, actual revenue actually declined from FY07 to FY08. However, after accounting for debt services payments, revenue available for appropriation equals **\$2,788,699**. Consistent with the Town's revenue sharing formula, the remaining balance, less required funding for town wide expenses, capital, financial warrant articles, and Public Facilities, **(\$1,923,981)** was initially allocated to the Public Schools and General Government departments on a 60/40 ratio. After carefully reviewing General Government spending requests, and bearing in mind the budget choices made by the School Department after the failed School override in 2006, we have allocated 64% of new revenue to the School Department in FY08. As such, the recommended balanced budget for the Needham Public Schools is **\$1,236,175** higher than the appropriated budget for

fiscal year 2007, which is still significantly below both the Superintendent's submitted and School Committee's approved budget. Similarly, the **\$687,860** available for General Government departments is significantly less than requested. All told, the balanced budget is **\$5,614,626** below the submitted budget figure. The balanced budget proposal is contained on pages 2-5 through 2-14. Modest increases to the submitted budgets above the level service amount are as follows:

General Government

- **\$17,000** Town-wide Performance Measurement Initiatives

Land Use and Development

- **\$14,658** to fund 10 additional hours (to 25 hours) for the Economic Development Coordinator
- **\$4,400** to fund 3 additional hours (to 30 hours) for the Conservation Agent
- **\$2,650** to fund professional and technical services for the Conservation Commission

Public Safety¹

- **\$4,779** for overtime coverage for Building, Plumbing and Gas, and Electrical Inspectors

Public Works ²

- **\$6,000** for field maintenance.

Public Facilities

- **\$43,000** for partial funding of an additional Owner's Project Manager to support building construction and renovation efforts. The remaining portion of the expected salary will be funded through capital projects.

Community Services

- **\$12,920** additional 7.5 hours for Public Health Nurse (to full-time) in the Health Department
- **\$3,088** additional hours for septic system inspections in the Health Department.
- **\$16,776** additional part-time Children's Librarian (non-benefit eligible) in the Public Library.
- **\$5,200** for summer program instructors in the Park and Recreation Department, to be offset by increased program receipts.
- **\$250** for flowers and veterans' memorials at Memorial Park.

¹ The Police Department level service budget was reduced by \$3,058 to account for a photocopier maintenance agreement, as a new copier is recommended for FY08.

² The Public Works level service budget was reduced by \$24,000 to account for a large plan copier that was recommended for funding in the Capital Improvement Plan.

Performance Budget

The Performance budget includes those items recommended if funding becomes available, and includes the voted number of the School Committee.

Capital Improvement Plan

- **\$659,854** for cash capital which was reduced based on the final certified Free Cash number.

General Government

- **\$59,000** for a finance/human resources generalist (BOS/TM/Finance).

Conservation/Land Use

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

Education

- **\$40,862,867** is the voted budget of School Committee. Funding at this level would require an increase from the balanced budget of **\$1,568,881**. This amount does not include any provision for benefit costs for additional personnel.

Department of Public Works

- **\$15,000** to implement Cricket Field Maintenance Program

Community Services

- **\$14,799** to fund additional circulation services hours at the Public Library.

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**Town of Needham
General Fund Budget Recommendations**

Description	FY 2007 Budget	FY 2008 Department Spending Request	FY 2008 Performance Budget	FY 2008 Balance Budget	Balanced Budget over FY 2007 Budget	Performance Budget over Balanced Budget	Balance Budget % Over FY 2007
TOWN WIDE EXPENSES	\$39,975,825	\$27,343,401	\$27,343,401	\$27,343,401	-\$12,632,424	\$0	-32%
DEPARTMENTS							
Board of Selectmen & Town Manager	\$622,690	\$781,877	\$715,627	\$656,627	\$33,937	\$59,000	5%
Town Clerk & Board of Registrars	\$277,815	\$279,999	\$279,999	\$279,999	\$2,184	\$0	1%
Town Counsel	\$236,560	\$258,855	\$258,855	\$258,855	\$22,295	\$0	9%
Personnel Board	\$11,601	\$11,601	\$11,601	\$11,601	\$0	\$0	0%
Finance Department	\$1,903,096	\$1,946,651	\$1,934,651	\$1,934,651	\$31,555	\$0	2%
Finance Committee	\$27,195	\$28,501	\$28,501	\$28,501	\$1,306	\$0	5%
Planning Department	\$145,510	\$240,261	\$201,766	\$183,648	\$38,138	\$18,118	26%
Conservation Department	\$43,032	\$95,075	\$68,963	\$68,963	\$25,931	\$0	60%
Board of Appeals Department	\$23,763	\$25,706	\$25,706	\$25,706	\$1,943	\$0	8%
Police Department	\$4,506,258	\$4,625,187	\$4,622,129	\$4,622,129	\$115,871	\$0	3%
Fire Department	\$5,268,524	\$5,372,116	\$5,358,796	\$5,358,796	\$90,272	\$0	2%
Building Inspector	\$388,374	\$420,272	\$412,078	\$412,078	\$23,704	\$0	6%
Minuteman Assessment	\$655,143	\$655,143	\$655,143	\$655,143	\$0	\$0	0%
Needham Public Schools	\$38,057,811	\$41,057,889	\$40,862,867	\$39,293,986	\$1,236,175	\$1,568,881	3%
Department of Public Works	\$4,218,251	\$7,143,608	\$4,319,650	\$4,304,650	\$86,399	\$15,000	2%
Municipal Parking Program	\$203,900	\$203,900	\$203,900	\$203,900	\$0	\$0	0%
Municipal Lighting Program	\$328,000	\$328,000	\$328,000	\$328,000	\$0	\$0	0%
Department of Public Facilities	\$6,291,045	\$6,477,700	\$6,423,700	\$6,423,700	\$132,655	\$0	2%
Health Department	\$356,857	\$409,906	\$381,906	\$381,906	\$25,049	\$0	7%
Diversified Community Social Services	\$498,774	\$493,878	\$493,878	\$493,878	-\$4,896	\$0	-1%
Commission on Disabilities	\$550	\$550	\$550	\$550	\$0	\$0	0%
Historical Commission	\$550	\$550	\$550	\$550	\$0	\$0	0%
Needham Public Library	\$1,166,190	\$1,285,392	\$1,242,827	\$1,228,028	\$61,838	\$14,799	5%
Park & Recreation Department	\$489,608	\$526,638	\$526,638	\$526,638	\$37,030	\$0	8%
Memorial Park	\$500	\$750	\$750	\$750	\$250	\$0	50%

**Town of Needham
General Fund Budget Recommendations**

Description	FY 2007 Budget	FY 2008 Department Spending Request	FY 2008 Performance Budget	FY 2008 Balance Budget	Balanced Budget over FY 2007 Budget	Performance Budget over Balanced Budget	Balance Budget % Over FY 2007
DEPARTMENT EXPENSES	\$65,721,597	\$72,670,005	\$69,359,031	\$67,683,233	\$1,961,636	\$1,675,798	3%
TOWN WIDE & DEPARTMENT TOTAL	\$105,697,422	\$100,013,406	\$96,702,432	\$95,026,634	-\$10,670,788	\$1,675,798	-10%
Other Financial Warrant Articles	\$766,490	\$628,500	\$628,500	\$628,500	-\$137,990	\$0	-18%
Cash Capital Warrant Articles	\$1,092,560	\$1,872,414	\$1,872,414	\$1,212,560	\$120,000	\$659,854	11%
TOTAL OPERATING BUDGET	\$107,556,472	\$102,514,320	\$99,203,346	\$96,867,694	-\$10,688,778	\$2,335,652	-10%

**Town of Needham
General Fund Budget Recommendations**

Budget	FY 2007 Budget	FY 2008 Department Spending Request	FY 2008 Performance Budget	FY 2008 Balance Budget	Balanced Budget over FY 2007 Budget	Performance Budget over Balanced Budget	Balance Budget % Over FY 2007
Non-Contributory Retirement Payments	135,000	117,000	117,000	117,000	(18,000)		
Contributory Retirement System	3,835,000	3,979,000	3,979,000	3,979,000	144,000		
Group Health Insurance	10,295,000	7,947,000	7,947,000	7,947,000	(2,348,000)		
Retiree Insurance & Insurance Liability Fund	380,000	3,502,950	3,502,950	3,502,950	3,122,950		
Unemployment Compensation	73,118	85,000	85,000	85,000	11,882		
Debt Service	22,903,028	9,425,551	9,425,551	9,425,551	(13,477,477)		
Workers Compensation	385,000	385,000	385,000	385,000			
Casualty Liability & Self Insurance Program	450,000	450,000	450,000	450,000			
Classification Performance & Settlements	480,000	575,000	575,000	575,000	95,000		
Reserve Fund	1,039,679	876,900	876,900	876,900	(162,779)		
TOTAL TOWN WIDE EXPENSE	39,975,825	27,343,401	27,343,401	27,343,401	(12,632,424)		-31.6%
Town Manager & Board of Selectmen							
Salary & Wage	473,290	615,427	549,177	490,177	16,887	59,000	
Purchase of Services	128,100	144,100	144,100	144,100	16,000		
Supplies, Equipment, & Other Expenses	21,300	22,350	22,350	22,350	1,050		
Expense Total	149,400	166,450	166,450	166,450	17,050		
Capital Replacement							
TOTAL	622,690	781,877	715,627	656,627	33,937	59,000	5.5%

**Town of Needham
General Fund Budget Recommendations**

Budget	FY 2007 Budget	FY 2008 Department Spending Request	FY 2008 Performance Budget	FY 2008 Balance Budget	Balanced Budget over FY 2007 Budget	Performance Budget over Balanced Budget	Balance Budget % Over FY 2007
Town Clerk & Board of Registrars							
Salary & Wage	246,990	249,469	249,469	249,469	2,479		
Purchase of Services	25,325	24,830	24,830	24,830	(495)		
Supplies, Equipment, & Other Expenses	5,500	5,700	5,700	5,700	200		
Expense Total	30,825	30,530	30,530	30,530	(295)		
Capital Replacement							
TOTAL	277,815	279,999	279,999	279,999	2,184		0.8%
Town Counsel							
Salary & Wage	63,060	65,355	65,355	65,355	2,295		
Purchase of Services	170,000	190,000	190,000	190,000	20,000		
Supplies, Equipment, & Other Expenses	3,500	3,500	3,500	3,500			
Expense Total	173,500	193,500	193,500	193,500	20,000		
Capital Replacement							
TOTAL	236,560	258,855	258,855	258,855	22,295		9.4%
Personnel Board							
Salary & Wage	1,601	1,601	1,601	1,601			
Purchase of Services	10,000	10,000	10,000	10,000			
Supplies, Equipment, & Other Expenses	10,000	10,000	10,000	10,000			
Expense Total	21,601	21,601	21,601	21,601			
Capital Replacement							
TOTAL	11,601	11,601	11,601	11,601			

**Town of Needham
General Fund Budget Recommendations**

Budget	FY 2007 Budget	FY 2008 Department Spending Request	FY 2008 Performance Budget	FY 2008 Balance Budget	Balanced Budget over FY 2007 Budget	Performance Budget over Balanced Budget	Balance Budget % Over FY 2007
Finance Department							
Salary & Wage	1,235,907	1,259,815	1,259,815	1,259,815	23,908		
Purchase of Services	536,519	551,746	539,746	539,746	3,227		
Supplies, Equipment, & Other Expenses	110,670	115,090	115,090	115,090	4,420		
Expense Total	647,189	666,836	654,836	654,836	7,647		
Capital Replacement	20,000	20,000	20,000	20,000			
TOTAL	1,903,096	1,946,651	1,934,651	1,934,651	31,555		1.7%
Finance Committee							
Salary & Wage	26,545	27,851	27,851	27,851	1,306		
Purchase of Services	125	125	125	125			
Supplies, Equipment, & Other Expenses	525	525	525	525			
Expense Total	650	650	650	650			
Capital Replacement							
TOTAL	27,195	28,501	28,501	28,501	1,306		4.8%
Planning Department							
Salary & Wage	134,450	225,701	190,706	172,588	38,138	18,118	
Purchase of Services	7,150	7,150	7,150	7,150			
Supplies, Equipment, & Other Expenses	3,910	7,410	3,910	3,910			
Expense Total	11,060	14,560	11,060	11,060			
Capital Replacement							
TOTAL	145,510	240,261	201,766	183,648	38,138	18,118	26.2%

**Town of Needham
General Fund Budget Recommendations**

Budget	FY 2007 Budget	FY 2008 Department Spending Request	FY 2008 Performance Budget	FY 2008 Balance Budget	Balanced Budget over FY 2007 Budget	Performance Budget over Budget	Balance Budget % Over FY 2007
Conservation Department							
Salary & Wage	37,927	86,220	61,148	61,148	23,221		
Purchase of Services	3,090	5,800	5,800	5,800	2,710		
Supplies, Equipment, & Other Expenses	2,015	3,055	2,015	2,015			
Expense Total	5,105	8,855	7,815	7,815	2,710		
Capital Replacement							
TOTAL	43,032	95,075	68,963	68,963	25,931		60.3%
Board of Appeals Department							
Salary & Wage	20,473	22,416	22,416	22,416	1,943		
Purchase of Services	3,040	3,040	3,040	3,040			
Supplies, Equipment, & Other Expenses	250	250	250	250			
Expense Total	3,290	3,290	3,290	3,290			
Capital Replacement							
TOTAL	23,763	25,706	25,706	25,706	1,943		8.2%
Police Department							
Salary & Wage	4,143,185	4,173,986	4,173,986	4,173,986	32,801		
Purchase of Services	74,108	76,181	74,181	74,181	73		
Supplies, Equipment, & Other Expenses	172,991	207,188	206,130	206,130	33,139		
Expense Total	247,099	283,369	280,311	280,311	33,212		
Capital Replacement	115,974	165,832	165,832	165,832	49,858		
TOTAL	4,506,258	4,625,187	4,622,129	4,622,129	115,871		2.6%

**Town of Needham
General Fund Budget Recommendations**

Budget	FY 2007 Budget	FY 2008 Department Spending Request	FY 2008 Performance Budget	FY 2008 Balance Budget	Balanced Budget over FY 2007 Budget	Performance Budget over Balanced Budget	Balance Budget % Over FY 2007
Fire Department							
Salary & Wage	5,030,593	5,110,409	5,110,409	5,110,409	79,816		
Purchase of Services	78,529	89,460	80,460	80,460	1,931		
Supplies, Equipment, & Other Expenses	159,402	172,247	167,927	167,927	8,525		
Expense Total	237,931	261,707	248,387	248,387	10,456		
Capital Replacement							
TOTAL	5,268,524	5,372,116	5,358,796	5,358,796	90,272		1.7%
Building Inspector							
Salary & Wage	376,071	398,445	398,445	398,445	22,374		
Purchase of Services	4,130	4,600	4,600	4,600	470		
Supplies, Equipment, & Other Expenses	8,173	17,227	9,033	9,033	860		
Expense Total	12,303	21,827	13,633	13,633	1,330		
Capital Replacement							
TOTAL	388,374	420,272	412,078	412,078	23,704		6.1%
Minuteman Assessment							
TOTAL	655,143	655,143	655,143	655,143			
Needham Public Schools							
TOTAL	38,057,811	41,057,839	40,862,867	39,293,986	1,236,175		3.2%

**Town of Needham
General Fund Budget Recommendations**

Budget	FY 2007 Budget	FY 2008 Department Spending Request	FY 2008 Performance Budget	FY 2008 Balance Budget	Balanced Budget over FY 2007 Budget	Performance Budget over Balanced Budget	Balance Budget % Over FY 2007
Department of Public Works							
Salary & Wage	2,882,801	3,522,883	2,895,771	2,895,771	12,970		
Purchase of Services	720,972	1,947,533	781,687	774,887	53,915	6,800	
Supplies, Equipment, & Other Expenses	414,478	649,192	442,192	433,992	19,514	8,200	
Expense Total	1,135,450	2,596,725	1,223,879	1,208,879	73,429	15,000	
Capital Replacement		824,000					
Snow and Ice	200,000	200,000	200,000	200,000			
TOTAL	4,218,251	7,143,608	4,319,650	4,304,650	86,399	15,000	2.0%
Municipal Parking Program							
TOTAL	203,900	203,900	203,900	203,900			
Municipal Lighting Program							
TOTAL	328,000	328,000	328,000	328,000			
Department of Public Facilities							
Salary & Wage	2,422,883	2,561,688	2,520,199	2,520,199	97,316		
Purchase of Services	3,553,267	3,566,136	3,566,136	3,566,136	12,869		
Supplies, Equipment, & Other Expenses	314,895	337,365	337,365	337,365	22,470		
Expense Total	3,868,162	3,903,501	3,903,501	3,903,501	35,339		
Capital Replacement		12,531					
TOTAL	6,291,045	6,477,700	6,423,700	6,423,700	132,655		2.1%

**Town of Needham
General Fund Budget Recommendations**

Budget	FY 2007 Budget	FY 2008 Department Spending Request	FY 2008 Performance Budget	FY 2008 Balance Budget	Balanced Budget over FY 2007 Budget	Performance Budget over Budget	Balance Budget % Over FY 2007
Health Department							
Salary & Wage	313,439	365,848	337,848	337,848	24,409		
Purchase of Services	35,384	35,524	35,524	35,524	140		
Supplies, Equipment, & Other Expenses	8,034	8,534	8,534	8,534	500		
Expense Total	43,418	44,088	44,088	44,088	640		
Capital Replacement							
TOTAL	356,857	409,906	381,906	381,906	25,049		7.0%
Diversified Community Social Services							
Salary & Wage	460,808	456,108	456,108	456,108	(6,700)		
Purchase of Services	7,353	8,157	8,157	8,157	804		
Supplies, Equipment, & Other Expenses	30,613	30,613	30,613	30,613			
Expense Total	37,966	38,770	38,770	38,770	804		
Capital Replacement							
TOTAL	498,774	493,878	493,878	493,878	(4,896)		-1.0%
Commission on Disabilities							
Purchase of Services	350	350	350	350			
Supplies, Equipment, & Other Expenses	200	200	200	200			
Expense Total	550	550	550	550			
TOTAL	550	550	550	550	550		

**Town of Needham
General Fund Budget Recommendations**

Budget	FY 2007 Budget	FY 2008 Department Spending Request	FY 2008 Performance Budget	FY 2008 Balance Budget	Balanced Budget over FY 2007 Budget	Performance Budget over Balanced Budget	Balance Budget % Over FY 2007
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Historical Commission

Purchase of Services	50	50	50	50			
Supplies, Equipment, & Other Expenses	500	500	500	500			
Expense Total	550	550	550	550			
TOTAL	550	550	550	550			

Needham Public Library

Salary & Wage	938,318	1,025,150	1,007,585	992,786	54,468	14,799	
Purchase of Services	55,842	56,657	56,657	56,657		815	
Supplies, Equipment, & Other Expenses	172,030	203,585	178,585	178,585		6,555	
Expense Total	227,872	260,242	235,242	235,242		7,370	
Capital Replacement							
TOTAL	1,166,190	1,285,392	1,242,827	1,228,028	61,838	14,799	5.3%

Park & Recreation Department

Salary & Wage	401,733	415,763	415,763	415,763		14,030	
Purchase of Services	52,025	61,025	61,025	61,025		9,000	
Supplies, Equipment, & Other Expenses	35,850	49,850	49,850	49,850		14,000	
Expense Total	87,875	110,875	110,875	110,875		23,000	
Capital Replacement							
TOTAL	489,608	526,638	526,638	526,638		37,030	7.6%

Memorial Park

Purchase of Services	200	200	200	200		250	
Supplies, Equipment, & Other Expenses	300	550	550	550		250	
Expense Total	500	750	750	750		250	
TOTAL	500	750	750	750		250	50.0%

Revenue Summary

Town of Needham
Revenue Summary
Table 2.2

Description	2006	2007	2008	\$ Change	% Change
General Fund*	\$89,927,425	\$108,540,158	\$97,379,901	(\$11,160,257)	-10%
Enterprise Funds*	\$13,196,729	\$14,123,787	\$15,482,324	\$1,358,537	10%
CPA	\$1,170,000	\$2,853,500	\$2,520,000	(\$333,500)	-12%
Total Revenues	\$104,294,154	\$125,517,445	\$115,382,225	(\$10,135,220)	-8%

* Revenue before adjustments, reimbursements, and subsidies

The General Fund accounts for revenues and expenditures necessary to provide general governmental services and expenses. By definition, all financial resources that are not required to be accounted for in other funds are accounted for in the General Fund.

Total revenue available for General Fund appropriations is projected at \$96,424,194 (Table 2.3) or \$10.9 million less than FY07. This, however, is misleading because the Town received a substantial lump sum payment from the Massachusetts School Building Authority for several school projects that had been on the waiting list. The payments from the MSBA were used to pay down debt. Removing the effect of the FY07 MSBA payments, the net change in General Fund revenue available for appropriation is \$2,788,699. Revenue from property tax is estimated to grow just under \$2.5 million; total state aid is down by \$13,386,367, but Cherry Sheet state aid is \$206,420 higher than FY07; the local receipt estimate has been increased by \$489,500; and the combination of Other Available Funds and Free Cash is a reduction of \$758,609. It is important to note that these are preliminary revenue projections. They are subject to change and should be viewed in this context for reasons discussed later.

Fiscal Year 2008 Proposed Budget

Town of Needham Summary of General Fund Resources

Table 2.3

Description	2004 - Actual	2005 - Actual	2006 - Actual	2007 - Recap	2008 - Estimate	\$ Change	% Change
Property Taxes	\$ 61,662,260	\$ 63,935,642	\$ 69,186,159	\$ 73,927,704	\$ 76,422,922	\$ 2,495,218	3%
State Aid	\$ 6,415,738	\$ 8,064,045	\$ 7,898,554	\$ 6,801,800	\$ 7,753,601	\$ 951,801	14%
Local Receipts	\$ 8,261,768	\$ 9,372,870	\$9,789,820	\$ 8,559,500	\$ 9,049,000	\$ 489,500	6%
Other Available Funds	\$ 1,025,800	\$ 655,600	\$ 2,259,742	\$ 1,017,751	\$ 888,051	\$ (129,700)	-13%
Free Cash	\$ 3,473,452	\$ 3,270,834	\$ 3,260,346	\$ 3,895,235	\$ 3,266,326	\$ (628,909)	-16%
Total General Fund Revenue	\$ 80,839,018	\$ 85,298,991	\$ 92,394,621	\$ 94,201,990	\$ 97,379,901	\$ 3,177,911	3%
<i>Adjustments to General Fund Revenue</i>							
Other Amounts Required to be Provided	\$ (641,411)	\$ (723,814)	\$ (902,554)	\$ (93,621)	\$ (67,343)	\$ 26,278	-28%
State & County Assessments	\$ (1,008,513)	\$ (965,791)	\$ (981,582)	\$ (1,045,299)	\$ (1,087,142)	\$ (41,843)	4%
Provisions for Abatements & Exemptions	\$ (865,098)	\$ (736,731)	\$ (1,086,199)	\$ (1,094,344)	\$ (800,000)	\$ 294,344	-27%
Enterprise Reimbursements & Offsets	\$ 716,326	\$ 893,371	\$ 772,677	\$ 998,778	\$ 998,778	\$ -	0%
Total	\$ (1,798,696)	\$ (1,532,965)	\$ (2,197,658)	\$ (1,234,486)	\$ (955,707)	\$ 278,779	-23%
Available for GF Appropriation	\$ 79,040,322	\$ 83,766,026	\$ 90,196,963	\$ 92,967,504	\$ 96,424,194	\$ 3,456,690	4%

Property Taxes

Under Massachusetts General Laws, property taxes on the whole are restricted to increases of 2.5% plus tax revenues derived from new growth. This is referred to as the annual levy limit. An additional taxing limitation under Proposition 2-1/2 is the levy ceiling. The levy ceiling is equal to 2-1/2% of the Town's valuation. The total taxable value as of January 1, 2006 is \$7,120,813,393 or 1.1% higher than the previous year. This puts the levy ceiling at \$178,020,335. As the current actual tax levy including debt exclusions for FY07 is \$73,927,704, the Town is far below its legal ceiling.

The new growth amount is derived from improvements to property by its use, reconstruction, or new construction, and is added to the tax base. The annual levy limit can also be increased by the amount of any general override (usually operating), and capital exclusion override. The annual levy limit is also increased by the amount of debt service that is payable during the year for debt which has been approved by the voters as a debt exclusion override. The increase in the FY08 tax levy attributable to new growth is estimated based upon consultation with the assessing and building department staff. The actual figure will not be known until late fall of 2007, when the new growth figure will be certified by the Massachusetts Department of Revenue.

State Aid

Most state aid, especially "Cherry Sheet" aid, is a function of the state budget. The amount of state aid projected for FY08 is based on the Governor's statements at the Massachusetts Municipal Association's Annual Conference held on January 13 and 14 of this year. The Governor is expected to release his FY 2008 budget plan in February 2007. During the late winter and spring, the Legislature will review the Governor's proposal, and will release its own budget proposal. In past years, such changes to local aid have altered both the amount of aid and the method of distribution.

After the Governor's budget is presented to the Legislature, it is reviewed by the House of Representatives which charges the House Ways and Means Committee to develop its own recommendations to present to the full House for debate and amendment. After the House adopts a budget plan, it is forwarded to the Senate for a similar process. After the Senate prepares and votes on its budget plan, the House and Senate conference by way of committee to resolve any difference between the two budget plans. This single budget document is then presented to the full body of the House and then the Senate for final debate and vote. The approved budget is then sent to the Governor for approval or veto. During this entire process, amendments are usually made which can alter the amount of aid the Town will actually receive.

As mentioned previously, the Massachusetts School Building Authority (MSBA) has made significant inroads on reducing the backlog of school projects approved for financial assistance under the previous school construction programs. The Town has received the State's full share on the Newman School, Eliot School, and High School HVAC projects. The Town is also expecting \$745,381 in annual contract assistance payments for the Broadmeadow School project beginning in FY 2007 and ending in FY 2023. All these payments were applied to pay down debt and hence reduced the amount that would be paid in the property tax bill. The Town also has begun receiving monthly payments from the MSBA for the current High School project. The new program for approved school projects has the state paying its agreed percentage of the approved project cost as the expense is incurred. The benefit of this approach, to both the State and the Town, is lower interest expense. Since the High School project was approved by debt exclusion, this means that the interest savings is realized with a lower property tax bill than would have otherwise have been levied.

Local Receipts

Local receipts have been estimated somewhat more aggressively than in previous years at this point in the budget process. This has been done in part to recognize the fact that adopted increases to various fee schedules has fully taken effect. Consequences of increasing the estimated rate of growth include: a reduction in the margin between budgeted and actual receipts to cover un-anticipated drops in other revenue sources, unexpected increases in expenses, (particularly non-appropriated costs such as County and State assessments), and lower Free Cash certification for the future year than would otherwise be possible. As a result we continue to recommend that only a portion of Free Cash be used to fund ongoing operating costs.

We prepare the projections of local receipts by comparing FY06 estimated receipts to actual receipts, FY06 actual receipts to FY05 actual receipts, and FY07 estimated receipts to the FY06 actual and FY07 year-to-date numbers. The Department of Revenue will only allow a community to forecast local revenue up to the level of collection in the previous fiscal year. Under certain circumstances and with appropriate documentation, DOR will allow a community to exceed its prior year actual revenue, e.g., for establishing a new fee or significantly increasing an existing fee or charge. During this analysis, the FY08 estimated receipts were revised and FY07 projected receipts remain level. As the year progresses, further analysis of collections will be performed to determine if fiscal year 2007 activity

demonstrates a trend that deviates from projections. It is also important to note that if certain budgetary reductions are made to departments which generate or cause the collection of receipts, the estimate may need to be revisited.

Other Available Funds and Free Cash

Projections of reserves follow past budget methodology. Free cash has been certified and is incorporated into the budget projections. Overlay surplus amounts are voted by the Board of Assessors and are based on historical uses of these funds. Other reserves are correlated to expenses.

FY08 GENERAL FUND REVENUE ESTIMATE ASSUMPTIONS

PROPERTY TAX LEVY

The property tax levy (Table 2.4) represents approximately 78% of all General Fund revenues before adjustments. The FY08 property tax limit is estimated to increase approximately 3.4% over the FY07 actual tax levy, or approximately \$2.5 million. The limit is calculated by increasing the FY07 levy limit, exclusive of debt exclusions, by 2.5 percent and then adding a component for new growth. New growth is a function of the additional value generated by construction during the preceding year. The additional tax dollar amount for new growth is determined by the value on the January 1 assessment date and is then multiplied by the FY07 tax rates. For the purpose of this revenue projection, and in consultation with the assessors, we are projecting new growth at \$924,000. The actual new growth figure will not be finalized until November 2007, and cannot be incorporated in the tax recap until certified by the Massachusetts Department of Revenue (sometime in late November or early December 2007).

**Town of Needham
Fiscal Year Tax Levy
Table 2.4**

Description	2003	2004	2005	2006	2007	2008 Estimate
Prior Year Base	\$51,653,589	\$54,380,537	\$59,116,936	\$61,600,681	\$ 64,742,338	\$ 68,055,210
2-1/2 Allowance	\$1,291,340	\$1,359,513	\$1,477,923	\$1,540,017	\$ 1,618,558	\$ 1,701,380
New Growth	\$1,435,608	\$917,568	\$1,005,822	\$1,601,640	\$ 1,096,944	\$ 924,000
General Override		\$2,459,318			\$ 597,370	
General Tax Levy Limit	\$54,380,537	\$59,116,936	\$61,600,681	\$64,742,338	\$68,055,210	\$70,680,590
Total Excluded Debt	\$3,371,720	\$3,959,413	\$3,558,516	\$7,276,222	\$20,476,844	\$ 6,868,869
Less Excluded Debt Offsets	(\$1,022,769)	(\$1,553,449)	(\$665,061)	(\$2,957,868)	(\$14,597,920)	(\$1,126,537)
Excluded Debt to be Raised on Tax Levy	\$2,348,951	\$2,405,964	\$2,893,455	\$4,318,354	\$5,878,924	\$5,742,332
Property Tax Levy	\$56,729,488	\$61,522,900	\$64,494,136	\$69,060,692	\$73,934,134	\$76,422,922
Percent Change	4.4%	8.4%	4.8%	7.1%	7.1%	3.4%
Actual Tax Levy	\$56,685,265	\$61,456,585	\$64,441,460	\$68,981,920	\$73,927,704	
Excess Levy (Taxes Not Raised)	(\$44,223)	(\$66,315)	(\$52,677)	(\$78,773)	(\$6,430)	

STATE AID

State aid (Table 2.5) represents approximately 8% of the total general fund before adjustments and offsets. The increase in Cherry Sheet aid estimate is based on Governor Patrick's pledge at the MMA Annual Conference to holding level State aid to local governments; a modest increase in Education aid; and on the current trend with lottery revenue, which has not been keeping pace with the budget commitments made for FY 2007. Total state aid for FY 2008 is projected to decline approximately \$13.6 million, which is due in great part to the lump-sum MSBA payments to be received in FY 2007. The change in Cherry Sheet aid is attributable to two major factors. First, the Governor has pledged to hold local government harmless as he prepares his balanced budget for the Legislature, and lottery revenue growth is slowing. Based on the Governor's statements of a modest increase in education aid, the funding formula adjustment approved last year, and the MMA's push for minimum aid formula adjustments, we forecast an increase over FY07. As noted earlier, the Governor's budget plan for FY08 is subject to review and amendment by the Legislature. The final figures are not expected until late spring.

Chapter 70, commonly referred to as general school aid, is projected to increase by **\$400,000** to **\$4,766,273**, a **9.2%** increase over the current year. The Town of Needham realized an increase in Chapter 70 funding each fiscal year since Education Reform was enacted, until FY03, when it was level funded at \$4,054,497. Chapter 70 aid was reduced by \$900,999 in FY04 and level funded in FY05. The amount was increased by \$234,950 to \$3,838,948 for FY06, and again increased by \$527,325 to \$4,366,273 for FY07.

The **Additional Assistance** Cherry Sheet line was level funded by the Legislature for more than ten years, before being reduced in FY03 to \$219,686. This was a 15.25% reduction from the prior year. It is important to note that the Town's budget for FY03 was approved based on the final Cherry Sheet (which is released after the State Budget is signed into law by the Governor) which set the figure for Needham at \$242,345 but the amount was further reduced by Governor Swift to \$219,686. This reduction had to be offset by other revenues which had to exceed the projection for the fiscal year. Additional Assistance was further reduced in FY04 to \$205,993, a reduction of another 6.23%. This line has been projected to be level funded at **\$205,993** since FY05.

Lottery aid is being estimated at \$1,742,217 or **\$193,580** or **10%** less than FY07. Should the recent sales trends reverse themselves, it is possible this line could be held level, however at this time it is prudent to assume a reduction in revenue based on data presented by the Massachusetts Taxpayers Foundation.

The remaining Cherry Sheet line items, which include various reimbursement programs, police career incentive (Quinn), and direct aid to schools and libraries, are estimated at level dollar. Funding for the METCO program previously appeared as a Cherry Sheet receipt. Effective with the FY 2007 budget, the State converted the program to a direct grant program, based on available funds and school department applications.

Fiscal Year 2008 Proposed Budget

Town of Needham
Summary of State Aid
Table 2.5

Description	2004 - CS	2005 - CS	2006 - CS	2007 - CS	2008 - Estimate	\$ Change
Chapter 70	\$ 3,603,998	\$ 3,603,998	\$ 3,838,948	\$ 4,366,273	\$ 4,766,273	\$ 400,000
School Construction SBA	\$ 1,012,539	\$ 508,522	\$ -	\$ -	\$ -	\$ -
Charter School Tuition Reimbursement	\$ 3,410	\$ -	\$ 37,290	\$ 65,233	\$ 65,233	\$ -
Charter School Capital Reimbursement	\$ -	\$ -	\$ 2,906	\$ -	\$ -	\$ -
METCO **	\$ 574,106	\$ 658,438	\$ 691,600	\$ -	\$ -	\$ -
School Lunch	\$ 23,754	\$ 22,249	\$ 23,778	\$ 22,150	\$ 22,150	\$ -
State Aid for Education	\$ 5,217,807	\$ 4,793,207	\$ 4,594,522	\$ 4,453,656	\$ 4,853,656	\$ 400,000
Lottery	\$ 1,418,675	\$ 1,418,675	\$ 1,619,031	\$ 1,935,797	\$ 1,742,217	\$ (193,580)
Additional Assistance	\$ 205,993	\$ 205,993	\$ 205,993	\$ 205,993	\$ 205,993	\$ -
Police Career Incentive	\$ 106,255	\$ 118,577	\$ 121,929	\$ 121,907	\$ 121,907	\$ -
Veterans Benefits	\$ 825	\$ 5,932	\$ -	\$ -	\$ -	\$ -
Chapter 58 Chapter 59 Exemptions	\$ 47,035	\$ 47,072	\$ 47,911	\$ 46,034	\$ 46,034	\$ -
Chapter 59 Elderly Exemptions	\$ 12,359	\$ 8,534	\$ 7,028	\$ 7,028	\$ 7,028	\$ -
Public Library Aid	\$ 28,551	\$ 33,127	\$ 34,229	\$ 31,385	\$ 31,385	\$ -
State Aid for General Government	\$ 1,819,693	\$ 1,837,910	\$ 2,036,121	\$ 2,348,144	\$ 2,154,564	\$ (193,580)
Total Cherry Sheet Aid	\$ 7,037,500	\$ 6,631,117	\$ 6,630,643	\$ 6,801,800	\$ 7,008,220	\$ 206,420
MSBA Payments	\$ -	\$ 1,293,126	\$ 1,293,126	\$ 14,338,168	\$ 745,381	\$ (13,592,787)
Supplemental Lottery	\$ -	\$ 142,917	\$ -	\$ -	\$ -	\$ -
Other State Aid	\$ -	\$ 1,436,043	\$ 1,293,126	\$ 14,338,168	\$ 745,381	\$ (13,592,787)
Total State Aid	\$ 7,037,500	\$ 8,067,160	\$ 7,923,769	\$ 21,139,968	\$ 7,753,601	\$ (13,386,367)

LOCAL RECEIPTS

Local receipts (Table 2.6) represent approximately 9% of the total general fund before adjustments and offsets. Local receipts consist of items such as other taxes and excises; licenses, permits, and penalties; fines and forfeitures; investment income; and income from departmental activities and services. The estimate for FY08 is **\$9,049,000**, (Table 2.6) approximately **6%** more than FY07.

All vehicle owners who have their vehicles registered in the Commonwealth of Massachusetts pay an annual **Motor Vehicle Excise** tax to the community in which the vehicle is principally garaged. The Registry of Motor Vehicle provides listings several times during the year with all vehicles that are registered in Needham along with the value for each. The Town relies on this information to calculate and issue the excise bills. The motor vehicle excise tax rate is set by State law at \$25 per \$1,000 valuation. The rate is uniform through the Commonwealth. Motor vehicle excise receipts for FY08 are projected at approximately **\$4.1 million**. This amount is based on an analysis of the number of bills issued and value of the commitments during FY02 through FY06. This assumes that 28,600 bills will be issued in FY08, at an average bill of \$152, and a collection rate of approximately 95%.

In 1986, the Town of Needham adopted a local option room excise tax at 4%. This excise is collected by hotels, motels, and certain other establishments on the taxable portion of rents they collect. The businesses remit the funds to the State. The State sends payments to the Town twice a year, which payment is accounted for as **Other Excise** under the local receipts group. From FY01 to FY04, as room vacancy rates increased, actual excise collections to the Town declined approximately 45% from \$399,043 in FY01 to \$220,946 in FY04. However, since 2004, room occupancy rates have improved for the local hotels

and room excise collections have increased as well. The receipts for FY08 are estimated at **\$300,000**, approximately **7%** over the FY07 budgeted amount.

The **Penalties & Interest** category includes penalties charged for the late payment of real estate and motor vehicle excise bills, tax lien redemptions, and interest accrued on deferred taxes. The fluctuations in actual collections reflect the unpredictability of the timing of payments, particularly settlements on deferred taxes and tax title accounts. The estimate for FY08 is **\$260,000**, or **\$15,000** higher than the FY07 figure.

Payment In Lieu of Tax is a voluntary payment made by certain tax exempt entities. Based on the actual collection in FY06, the FY07 target was reduced to \$130,000. The FY08 revenue target is being held level at **\$130,000**.

The category of **Charges for Services** includes charges for ambulance service, fire alarm connections, and charges by the DPW. The traveling meals program was included in this group in past years, but is now accounted for in a Revolving Fund that was authorized at the November 2005 Special Town Meeting. This change was made in recognition of the uncertainty of the number of meals that would actually be delivered during any year. The Board of Health was requiring reserve fund transfers annually, sometime more than once per year because the original estimate on which the budget was set would be too low. The change better matches receipts to expenses, and the traveling meals program is no longer dependent on a budget estimate made 18 months prior to the time the demand is determined. The FY04 actual receipts were \$624,373 and \$647,373 for FY05. As expected, the loss of the Traveling Meals receipts was greater than the increase in other receipts, hence FY06 actual receipts declined to \$638,268. The estimate for FY07 of **\$610,000** is held level for FY08.

The category of **Licenses and Permits** includes licenses issued by the Selectmen and Town Clerk, and permits issued by the Building, Fire and Health Departments. This category is another bright area for revenue. The Town has increased many of its fees in this category, some due to added demands on the departments which provide the related services, and others which have not been adjusted for a number of years. The changes were made after analysis of the costs, comparable rates in other communities, and market demands. Some of the changes were effective immediately, while others were phased in over a two or three year period. As expected, total receipts are up from the actual FY04 revenue of \$792,224 to \$1,641,574 for FY06. The FY07 target of \$1,225,000 is also expected to be exceeded. Building permit activity still remains solid. This is a contributing factor for the new growth estimate for FY08. The budget for FY08 has been increased to **\$1,400,000**, a **14%** increase over the FY07 budget.

The Town collects various **Fees** which include returned checks, FID cards, administrative fees for details, and Registry of Motor Vehicle license and registration non-renewal releases. This revenue category has grown basically due to the increases in various fees over the past two years. The total collected in FY04 was \$212,712, increasing to \$213,069 in FY05, and \$239,185 in FY06. The estimate of **\$215,000** for FY08 is level dollar to the FY07 budget figure.

The category of **Fines and Forfeits** includes parking ticket and court fines. Revenue in this category has also remained basically flat, with \$164,011 for FY04, and \$170,811 for FY05, but declined in FY06 to \$139,354. The decline in FY 2006 was due to limited staff resources during part of the year. The estimate for FY08 is **\$130,000** level dollar to the FY07 budget allowance.

Recreation fees are collected by the Park and Recreation Department for Rosemary Pool, summer programs, and rental of fields. Other Park and Recreation programs are accounted for separately in a revolving fund. The FY08 projection of **\$310,000** is \$25,000 or **8.7%** higher than FY07. This increase is based on program activities and the anticipation of the \$5,200 funding increase for additional Park and Recreation program staff for FY08.

Special Assessments are usually one-time events and are projected as they become known. Presently there is no special assessment income projected.

The Town had realized a decline in **Investment Income** from over \$1,000,000 received during FY01 to \$442,773 earned during FY04. This decline was reversed during FY05 with earnings of \$542,729 and with the continued increase in interest rates the FY06 amount was \$1,041,352. The amount projected for FY08 is **\$1,000,000**, an **11%** increase over the FY07 estimate.

Other Department Income includes revenue collected from the MBTA commuter parking lots which makes up the largest part of this category. Commuters pay \$2 per day to park at the "T" commuter lot. The Town pays a fixed monthly license payment to the MBTA and shares 50% of the revenue collected in excess of \$10,120.38 per month. Total receipts for FY05 were \$278,623, which was lower than FY04. Ridership declines contributed to the decrease. The increase to \$295,086 in FY06 was due more in part to parking permit activity than an increase in commuter parking at the MBTA lots. We still anticipate ridership will increase in the coming years. We also believe collections should also improve with the return of staff to provide more enforcement. The budget estimate for FY08 is **\$295,000**.

Library Income includes book fines and other fees charged by the Needham Free Public Library. Library receipts declined significantly in FY05 which is attributable to the relocation of the library to High Rock School, while the construction of the new facility took place. The new and larger library opened in the spring of 2006, and as expected revenues increased in FY06 to \$49,782. The FY08 estimate of **\$49,000** is \$4,000 greater than the FY07 amount and is level to the FY06 actual receipts.

Rental Income from the Ridge Hill facility has increased, due mostly to the changes to the rates two years ago. FY04 actual receipts were \$15,815, FY05 actual receipts were \$20,560, and FY06 receipts totaled \$26,740. The estimate for FY08 is **\$25,000**.

Miscellaneous Income represents various revenues that are not associated with one of the recognized local receipt categories. One major component of this category is Medicaid reimbursement which often fluctuates from year to year. In FY01 \$98,862 was collected,

Fiscal Year 2008 Proposed Budget

but only \$47,908 was collected in FY02. This figure increased to \$149,350 in FY03, with a minor decline to \$136,398 in FY04. However, in FY05, yet another significant decline in Medicaid revenue was realized with \$46,644 received. Total actual miscellaneous revenue for FY05 was \$138,263 only to more than double in FY06 to \$286,858. The FY08 estimate for miscellaneous income is **\$200,000**.

Nonrecurring Income represents funds that may be received but are not expected to reoccur, e.g., one-time grants, financial assistance for an event, etc. At this time no revenue meeting this criterion has been identified and therefore the projection is zero.

Town of Needham
Local Receipts
Table 2.6

Description	2004 Actual	2005 Actual	2006 Actual	2007 Recap	2008 - Estimate	\$ Change
Motor Vehicle Excise	\$ 4,058,180	\$ 4,301,123	\$ 4,300,194	\$ 3,995,000	\$ 4,125,000	\$ 130,000
Other Excise	\$ 220,946	\$ 296,878	\$ 313,962	\$ 280,000	\$ 300,000	\$ 20,000
Penalties & Interest	\$ 271,127	\$ 316,256	\$ 262,371	\$ 245,000	\$ 260,000	\$ 15,000
Payment in Lieu of Tax	\$ 257,580	\$ 279,077	\$ 131,865	\$ 130,000	\$ 130,000	\$ -
Charges for Services	\$ 624,373	\$ 647,373	\$ 638,268	\$ 610,000	\$ 610,000	\$ -
Fees	\$ 212,712	\$ 213,069	\$ 239,185	\$ 215,000	\$ 215,000	\$ -
Rents	\$ 15,815	\$ 20,560	\$ 26,740	\$ 25,000	\$ 25,000	\$ -
Library Department Income	\$ 56,862	\$ 37,860	\$ 49,782	\$ 45,000	\$ 49,000	\$ 4,000
Recreation Department Income	\$ 281,684	\$ 279,129	\$ 313,466	\$ 285,000	\$ 310,000	\$ 25,000
Other Department Income	\$ 303,404	\$ 278,623	\$ 295,086	\$ 280,000	\$ 295,000	\$ 15,000
Licenses & Permits	\$ 792,224	\$ 938,366	\$ 1,641,574	\$ 1,225,000	\$ 1,400,000	\$ 175,000
Special Assessments	\$ 3,714	\$ 2,484	\$ 3,584	\$ 2,500	\$ -	\$ (2,500)
Fines & Forfeits	\$ 164,011	\$ 170,811	\$ 139,354	\$ 130,000	\$ 130,000	\$ -
Investment Income	\$ 442,773	\$ 542,729	\$ 1,041,352	\$ 900,000	\$ 1,000,000	\$ 100,000
Miscellaneous Income	\$ 232,514	\$ 138,263	\$ 286,858	\$ 190,000	\$ 200,000	\$ 10,000
Nonrecurring Income	\$ 323,849	\$ 910,269	\$ 106,179	\$ 2,000	\$ -	\$ (2,000)
Total	\$8,261,768	\$9,372,870	\$9,789,820	\$8,559,500	\$9,049,000	\$489,500

OTHER AVAILABLE FUNDS AND FREE CASH

Other available funds represent approximately 1% of the total general fund before adjustments and offsets, and Free Cash represents approximately 3%.

The Free Cash amount that will be available for FY08 was certified by the Massachusetts Department of Revenue at \$3,266,326. This was a \$628,909 decline or 16% from that which was available for the FY07 budget. The Free Cash balance is largely a function of actual revenue collections in excess of estimates and expenditures less than appropriations. Given the nature of Free Cash, it should not be depended upon as an operating revenue source, but rather a supplemental source. We have taken deliberate steps to reduce the level of Free Cash that is used to support ongoing operating expenses, and recommend using it to improve reserves, invest in capital assets, and support one-time or short duration programs, or as a temporary funding source for recurring expenses if an increase in recurring revenue is anticipated.

Given that the Town of Needham develops its annual operating and capital budgets in such a way that Free Cash can be counted upon each year, some amount of Free Cash can, and should be expected to support operating expenses, but not at the same level. It is recommended that **at least \$1.2 million** be used for non-operating expenses.

Overlay Surplus is generated when it is determined that all claims for abatements and exemptions on property tax levies of a particular fiscal year have been resolved, and uncollected taxes for the year have been secured with a tax taking lien filed with the Registry of Deeds or Land Court, depending upon the type of property, leaving a balance in the overlay account of that fiscal year. When the Board of Assessors makes that determination, it can declare the balance surplus and available for appropriation by Town Meeting.

We anticipate that **\$400,000** in residual overlay account balances will be available for declaration as overlay surplus to fund FY08 appropriations. Per state statute, this estimate must be formally voted by the Board of Assessors before it is available for appropriation. As of the date of this projection, this vote has not occurred.

The **Parking Meter Fund** is reserved for appropriation and the revenues are derived from parking meters and the downtown parking permit program which under State Law, must be used for parking-related purposes. **\$85,000** is proposed for appropriation from the Parking Meter Fund. Parking meter funds are proposed to fund the parking program, including support for parking enforcement and ticket processing, maintenance and replacement of meters, and snow removal from affected parking lots. This fund is experiencing revenue declines, but with the new parking meters that are being installed in the downtown area and a renewed commitment to the support services, this revenue should be able to support the level dollar recommendation.

The so-called **Landfill C&D** account is also reserved for appropriation. This fund accounts for fees that were collected for commercial and demolition debris tipped at the landfill. It has been the position of the Board of Selectmen that this balance should be reserved for future capital improvements and/or re-use of the landfill. Consequently, the amount originally proposed for appropriation to cover FY03 landfill related costs was zero, but in consideration of some expenses in the DPW budget that relate to the monitoring of the site, the Board of Selectmen agreed with the Finance Committee that \$20,000 would be transferred from the Fund for FY03. Subsequent transfers for FY04, FY05, FY06, and FY07 have also been made. **\$21,895** is proposed to be used for **FY08**. The fund will be depleted after FY 2008.

Fiscal Year 2008 Proposed Budget

Town of Needham
Revenue Group as a % of Total General Fund Revenue
Table 2.7

Description	2004 Actual	2005 Actual	2006 Actual	2007 Recap	2007 *	2008 Estimate
Property Taxes	76.3%	74.9%	74.9%	68.1%	78.5%	78.5%
State Aid	7.9%	9.5%	8.5%	19.5%	7.2%	8.0%
Other Available Funds	1.3%	0.8%	2.4%	0.9%	1.1%	0.9%
Local Receipts	10.2%	11.0%	10.6%	7.9%	9.1%	9.3%
Free Cash	4.3%	3.8%	3.5%	3.6%	4.1%	3.4%
Total General Fund Revenue	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

* Represents the revenue as a % without the MSBA payments in FY07

ADJUSTMENTS TO GENERAL FUND REVENUE

While the majority of solid waste and recycling center service costs are accounted for in the **Recycling Center and Transfer Station (RTS) Enterprise Fund**, certain costs of the department are reflected in the general fund budgets of other town departments (e.g., treasurer/collector, data processing, personnel, insurance, etc.). These RTS-related general fund expenditures are funded with transfers of revenue from the enterprise fund to the general fund. The amount for FY08 is amount is based on the current transfer of **\$171,582**. Because the indirect costs associated with the fund are a factor of town meeting appropriations, the actual FY08 transfer may be adjusted accordingly.

As with the RTS fund, while the majority of sewer and water related service costs are accounted for in the **Sewer Enterprise Fund** and **Water Enterprise Fund**, certain costs of the departments are reflected in the general fund budgets of other town departments (e.g., treasurer/collector, data processing, personnel, insurance, etc.). These general fund expenditures are funded with transfers of revenue from the sewer and water enterprise funds. The amount for FY08 for sewer is based on the current transfer of **\$514,015**, and the amount for water is based on the current transfer of **\$756,681**. Because the indirect costs associated with the two funds are a factor of town meeting appropriations, the actual FY08 transfer may be adjusted accordingly.

Cherry Sheet Assessments are charges levied for services provided to the Town by state and other governmental agencies (e.g., MBTA assessment, county tax, mosquito control, etc.). The estimate of **\$1,087,142** for FY08 is an increase of **4%** over FY07.

Cherry Sheet Offsets are the programs that are classified by the State as “offset items”; that is, these funds are expended without appropriation for specific purposes (i.e., remediation assistance, school lunches and public libraries). As they are estimated as a component of State Aid, they must be shown as a reduction in revenue because of their categorical nature, (i.e., they are not available for general appropriation purposes). Expenditure of these funds does not require Town Meeting appropriation. The figure for FY08 is estimated at **\$53,535**.

Allowance for Abatements and Exemptions are funds reserved for property tax abatements and statutory exemptions. The preliminary estimate, subject to the approval of the Board of Assessors, has been set at **\$800,000**. The final amount is determined by the Department of Revenue when it approves the tax rate in December. Approximately \$200,000 of the \$800,000 is intended to fund statutory exemptions that are granted to the elderly, the infirmed and veterans. The State should reimburse the Town approximately \$53,000 through the Cherry Sheet for exemptions.

The **Solid Waste Enterprise Fund** was established pursuant to a vote of the Special Town Meeting held on November 19, 1997, which established an enterprise fund to account for receipts and expenditures of the Town's solid waste operation at the Recycling and Transfer Station (RTS) effective July 1, 1998. Sticker and bag fees help support tipping and recycling expenses. The general operations of the RTS have historically been funded by a transfer from the tax levy; however the amount has been reduced each year since 2003. The Board of Selectmen and the Finance Committee voted a policy to agree how to determine the appropriate amount that should be used to offset costs incurred by the RTS. The transfer for FY08 is estimated at **\$443,500**.

Other Amounts to be provided for on the Tax Recap is a contingency amount for those items that are required to be raised but as of this date are not known. Expenses such as overlay deficits for prior years, snow and ice deficits, or revenue deficits are the better known items provided for in this allowance.

OTHER RESERVES AVAILABLE FOR APPROPRIATION

The available balance in the **Stabilization Fund** as of December 31, 2006 is \$3,269,565. The Stabilization Fund may be appropriated, by a two-thirds vote of Town Meeting, for any municipal purpose. No assumption about an appropriation from the Stabilization Fund to support the Town's operating budget is made in this projection.

The Town also established a **Capital Improvement Fund** for the purpose of general fund capital equipment. The balance in the fund as of December 31, 2006 is \$149,777.

ENTERPRISE FUNDS

An Enterprise Fund is used to account for those operations that are financed and operated in a manner similar to a private business. The Department of Revenue further states that Enterprise Funds allow a community to demonstrate to the public the portion of total costs of a service that is recovered through user charges and the portion that is subsidized by the tax levy or other available funds, if any. The Town has established an Enterprise Fund for its water department, the sewer department, and for the Recycling Center and Transfer Station. The Enterprise Funds are fully reimbursing the general fund for their related indirect costs (e.g., enterprise employee benefits, property insurance, shared staff, etc).

For FY08, Enterprise Fund revenues have been estimated at **\$15.5** million, an increase of approximately **\$1,360,000**. This is due to an expected increase in user fees at the RTS, increased income from RTS departmental activities, and greater use of retained earnings in

sewer and water. **No sewer or water user rate increases are required under this budget plan.** The budget plan also provides for a **\$443,500** tax subsidy for RTS.

ENTERPRISE FUND RETAINED EARNINGS

These sources are not available to support the general fund and are shown for informational purposes only.

Similar to the undesignated general fund balance (free cash), retained earnings are a function of the operations of the prior fiscal year and are generated by revenues collected in excess of estimates and unexpended balances of appropriations, as of June 30th. Once certified by the Massachusetts Department of Revenue, retained earnings are then available for appropriation to support the enterprise. Retained earnings have been certified by the Department of Revenue. Below are the amounts which were certified by DOR on January 4, 2006.

RTS Enterprise Fund -	\$124,161
Sewer Enterprise Fund -	\$1,815,095
Water Enterprise Fund -	\$1,756,398

COMMUNITY PRESERVATION FUNDS

Town voters approved a 2% Community Preservation Act surcharge on real estate property tax bills effective July 1, 2005. The 2% surcharge is assessed on the total property tax due, adjusted for certain exemptions. The tax on the first \$100,000 of residential valuation is not included in the CPA surcharge, and there are also exemptions for certain low and/or moderate income taxpayers. Actual CPA revenues collected by the Town in the prior year are eligible for matching funds from the State. The match is equal to a percentage determined annually based on available funds for distribution, not to exceed 100% of the receiving community's actual receipts. We anticipate a 100% match from the State for the Town's FY07 CPA collections. The current estimate for FY07 collections that will be eligible for state matching funds in **FY08** is **\$1,220,000**. The 2% CPA surcharge on FY08 property tax bills is estimated at **\$1,300,000**. The total estimated FY08 CPA revenue is \$2,520,000. The budget plan provides for \$120,000 to be appropriated to the Community Preservation Committee's (CPC) administrative budget; \$278,000 credited to each of the three required reserves: Community Housing, Historic Resources, and Open Space Reserve; and the balance of \$1,566,000 to be transferred to the Community Preservation Fund General Reserve. The CPC has not yet made any funding recommendations for FY08.

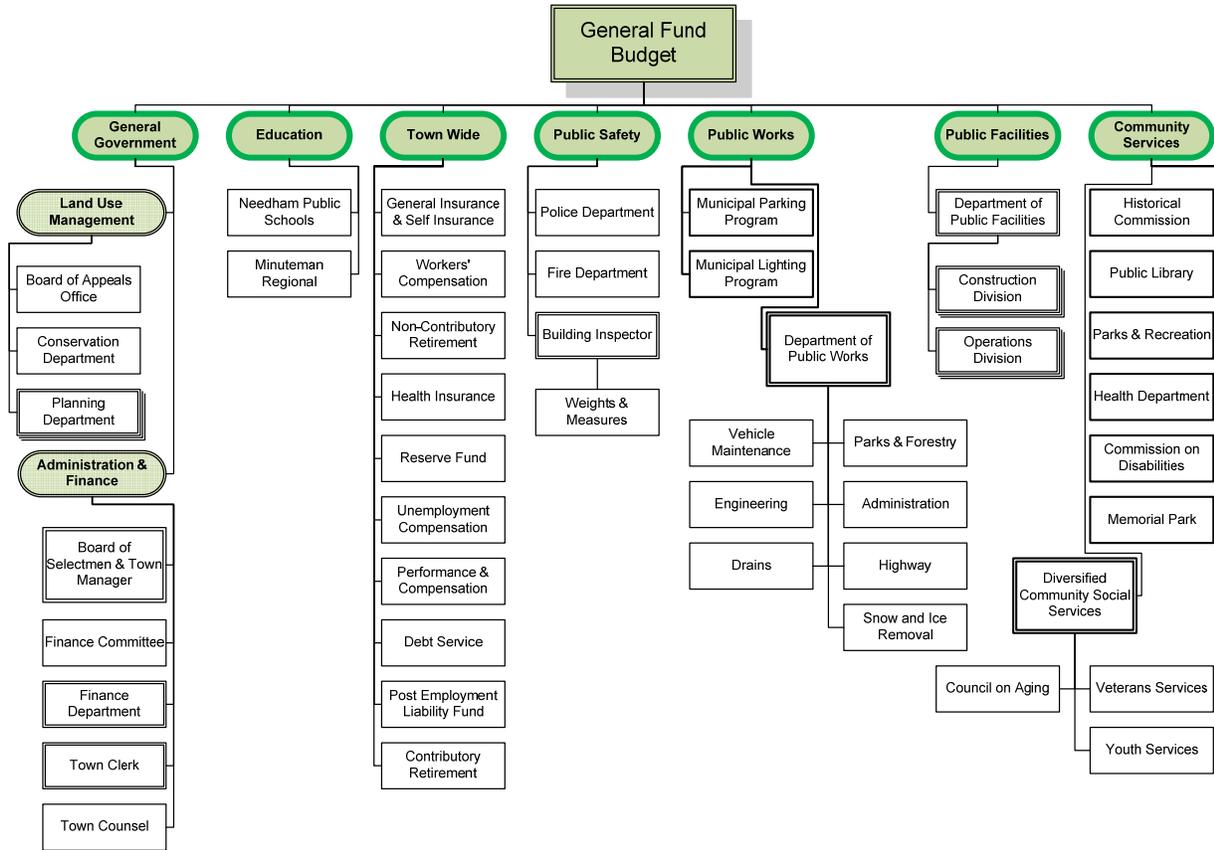
FY08 Surcharge Revenue Estimate	\$1,300,000
State Trust Fund Distribution Estimate	\$1,220,000
Total CPA Revenue Estimate	\$2,520,000

Fiscal Year 2008 Proposed Budget

Community Preservation Appropriation Estimates

Community Preservation Committee Administrative Budget	\$120,000
Community Housing Reserve	\$278,000
Historic Resources Reserve	\$278,000
Open Space Reserve	\$278,000
Community Preservation Fund Reserve	\$1,566,000
Specific Project Appropriations	\$0
Total	\$2,520,000

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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.

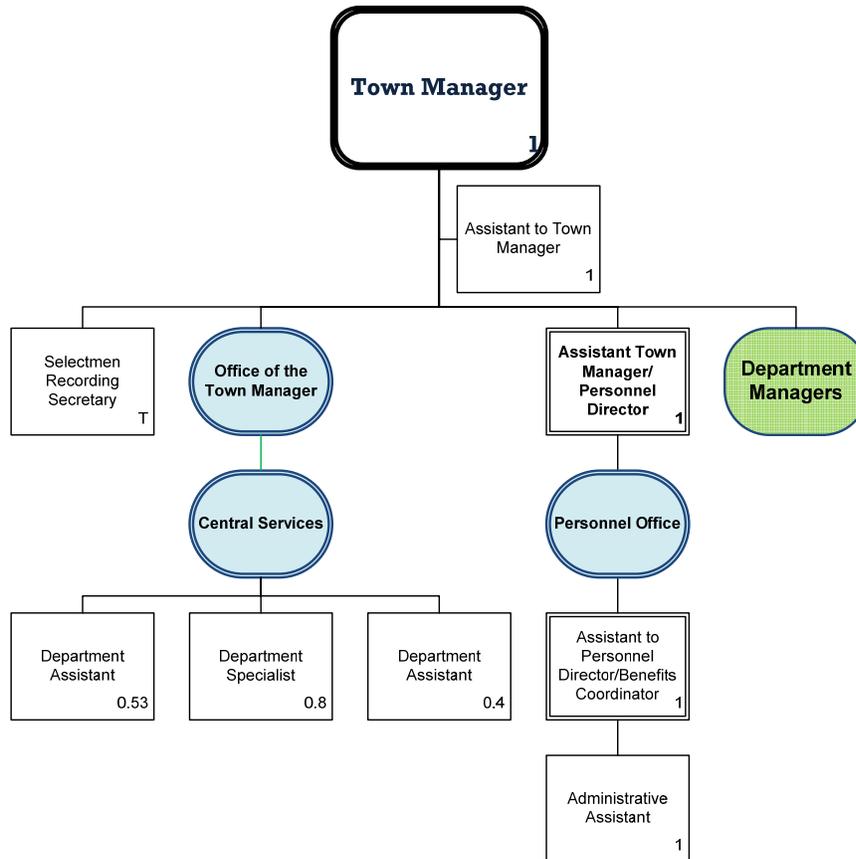
OPERATIONAL CONSIDERATIONS

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

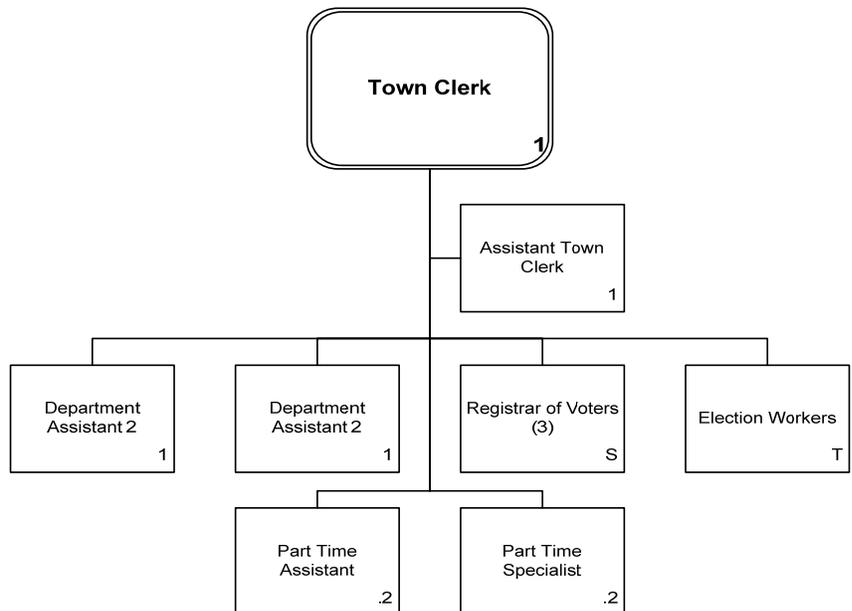
\$59,000 for Finance/Human Resources Generalist

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

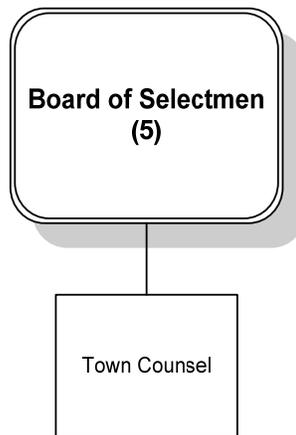
None

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

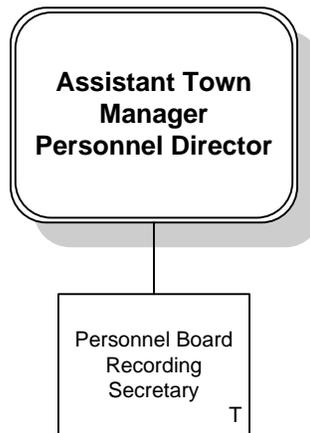
None

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

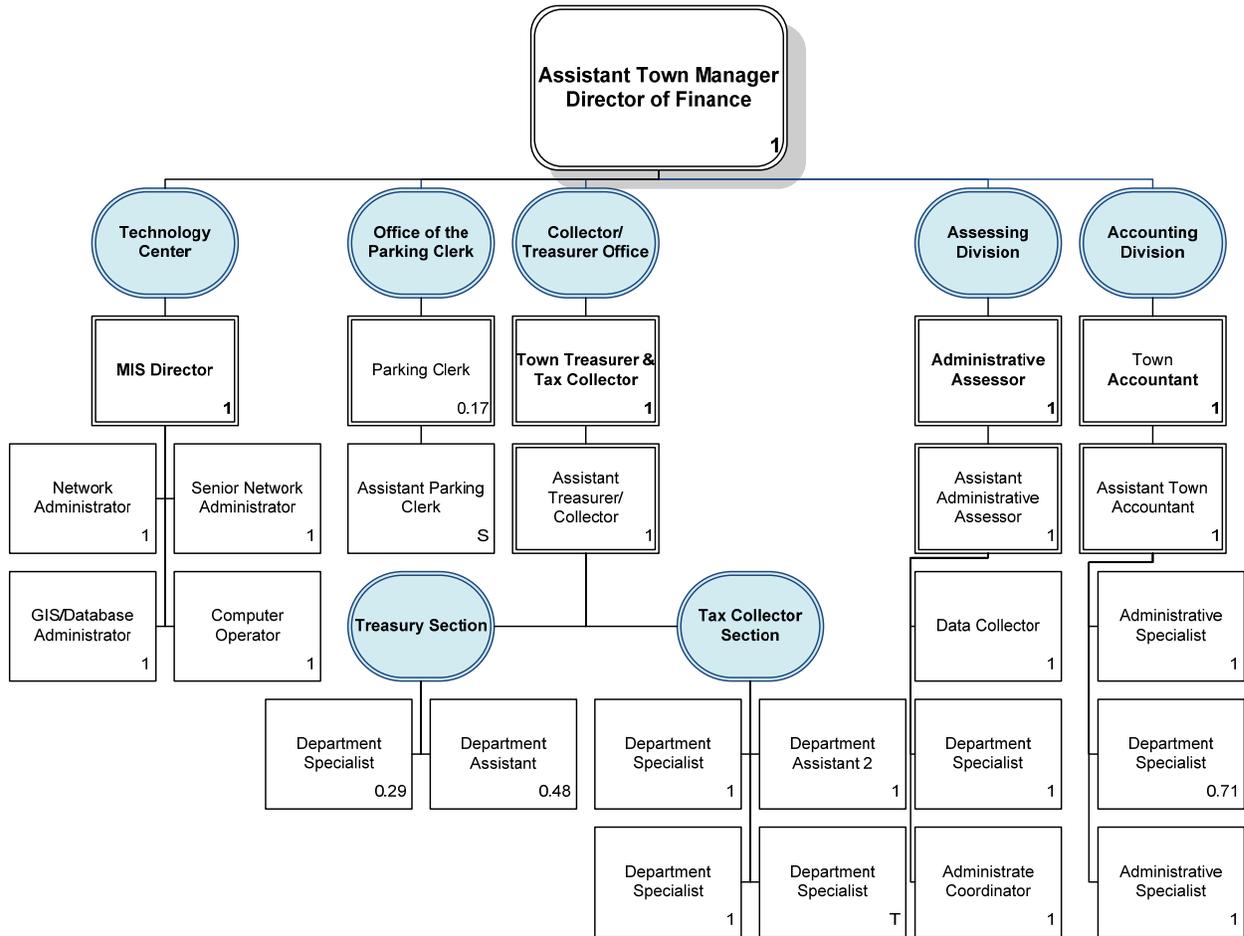
None

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.

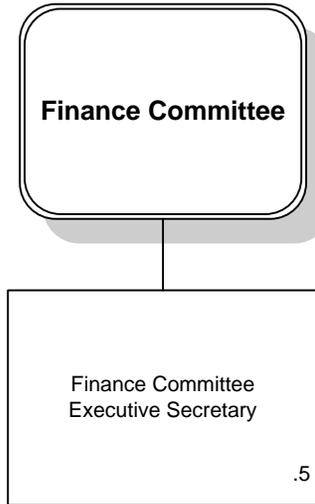
Parking permits...renewal April 30....Applications for renewal must be mailed by April 15. This is still a goal and no problems are anticipated in complying.

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

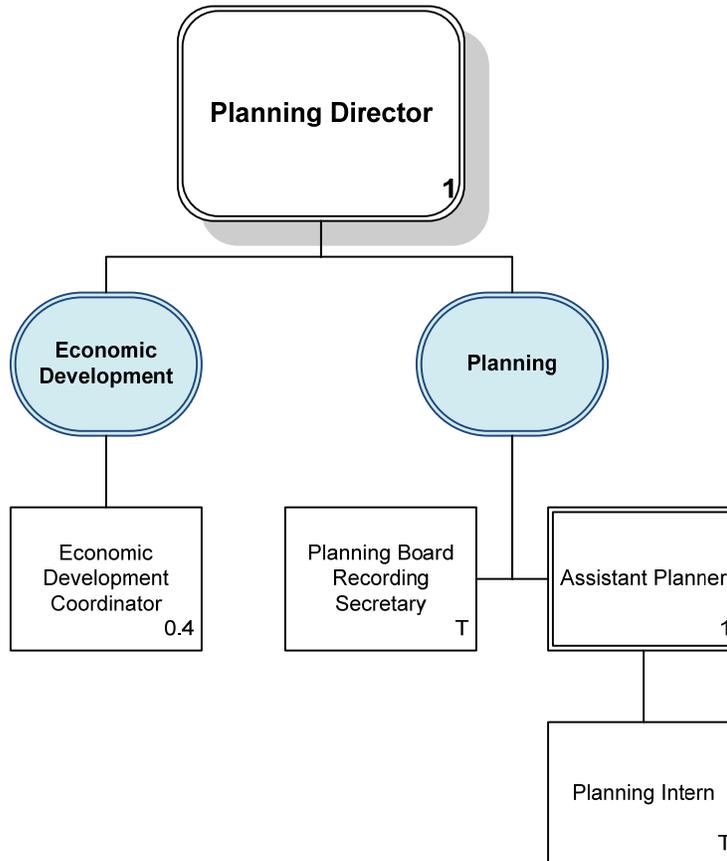
PERFORMANCE REQUESTS NOT RECOMMENDED BY TOWN MANAGER

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

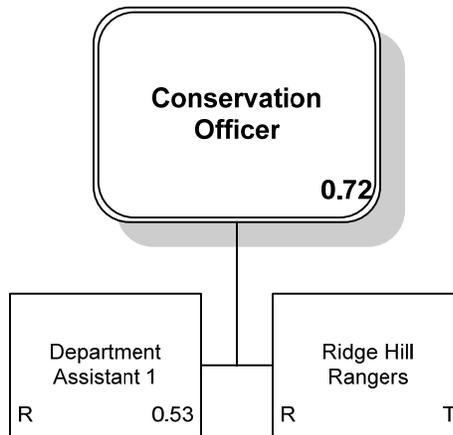
\$35,000 for Staff Support

\$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

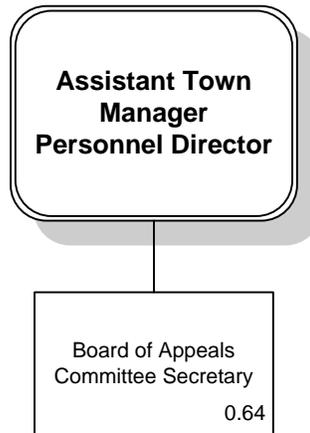
None

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

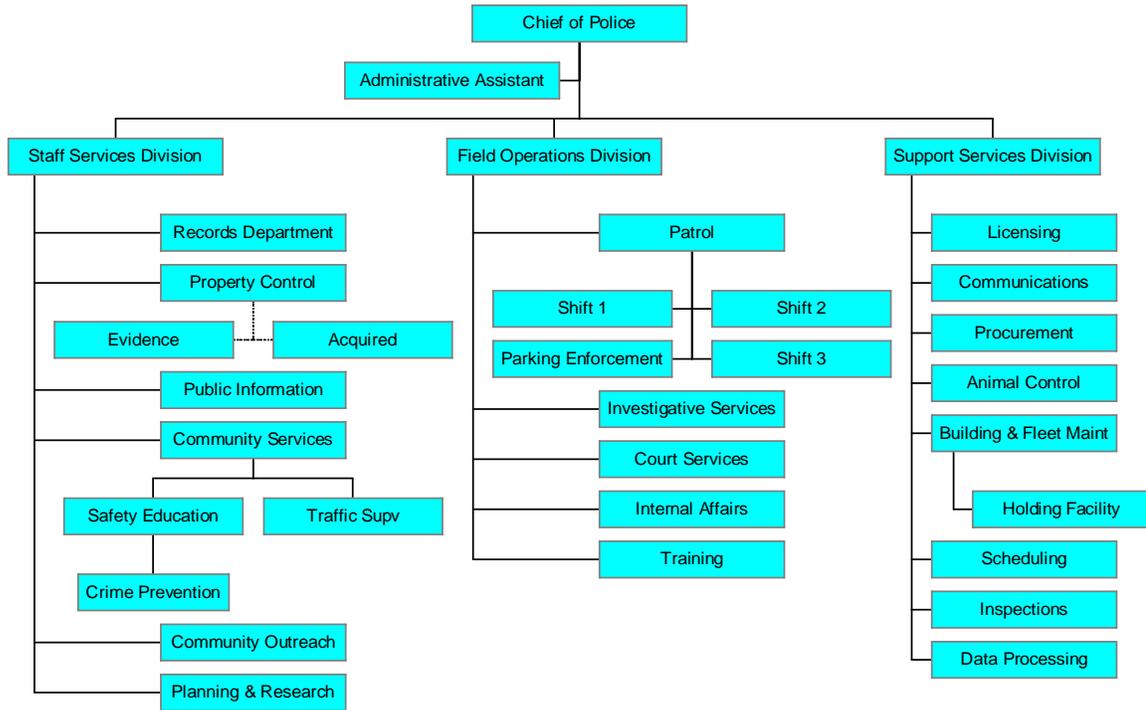
None

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.

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- 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

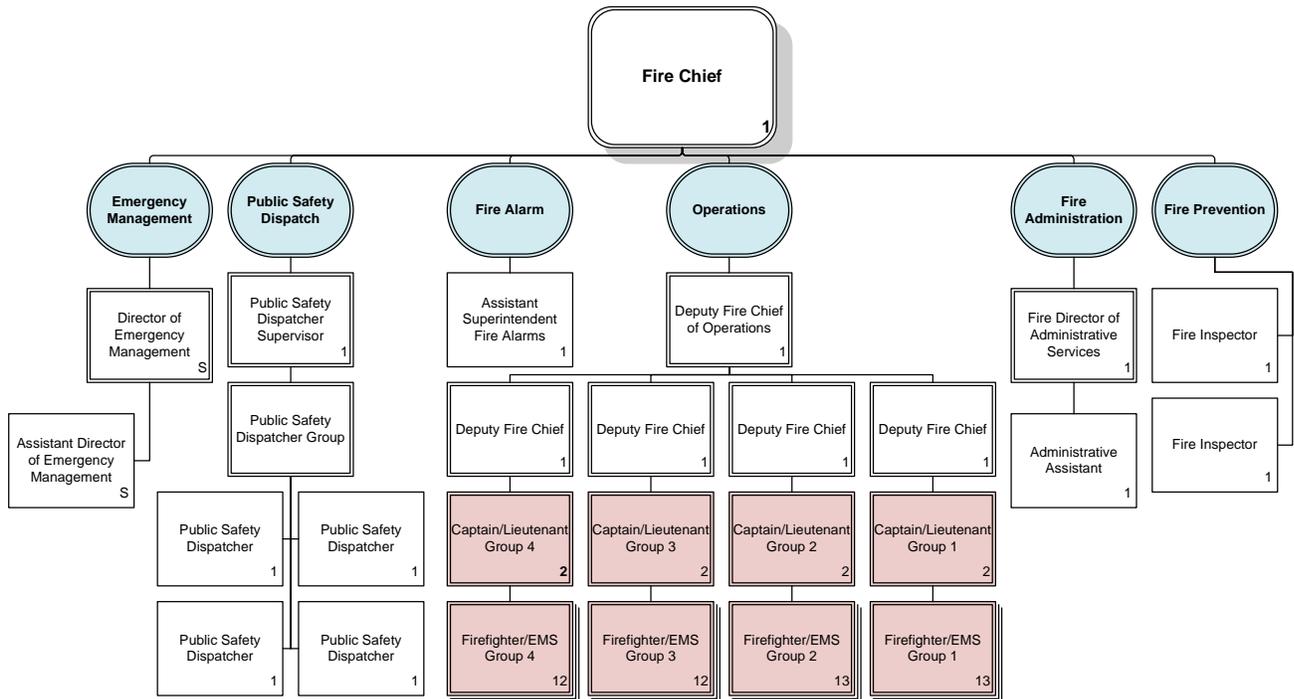
None

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.

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- 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

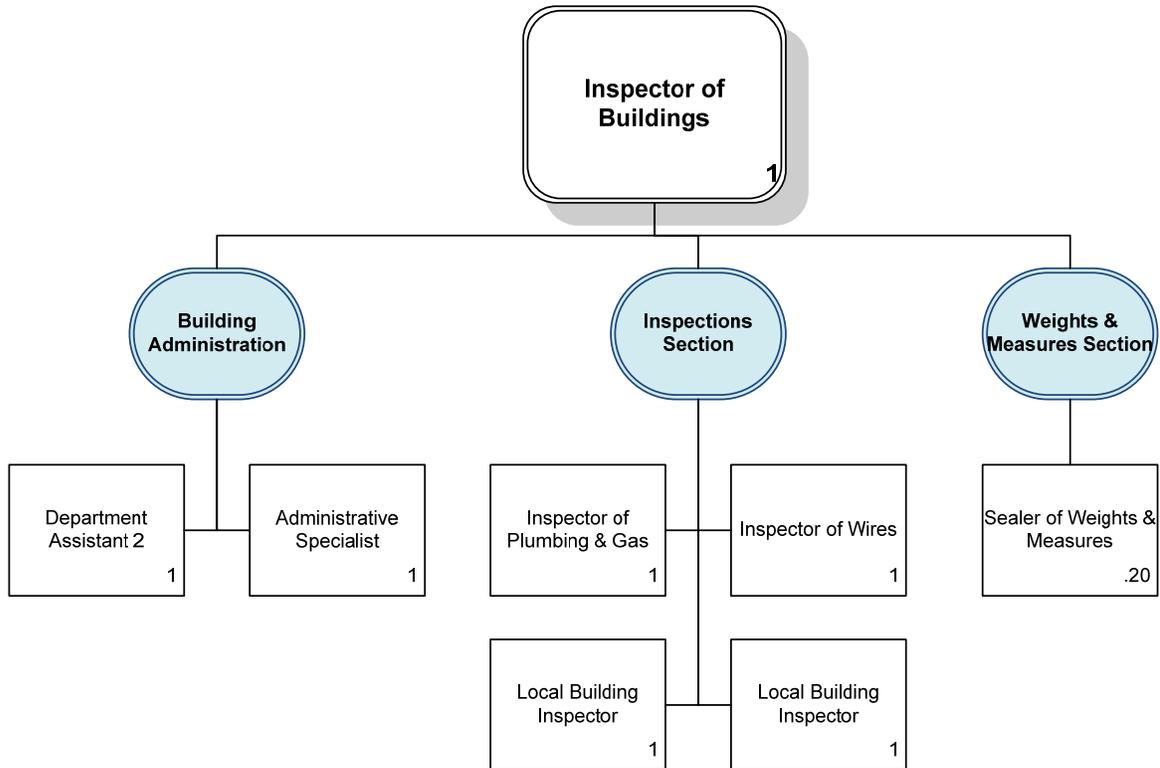
None

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

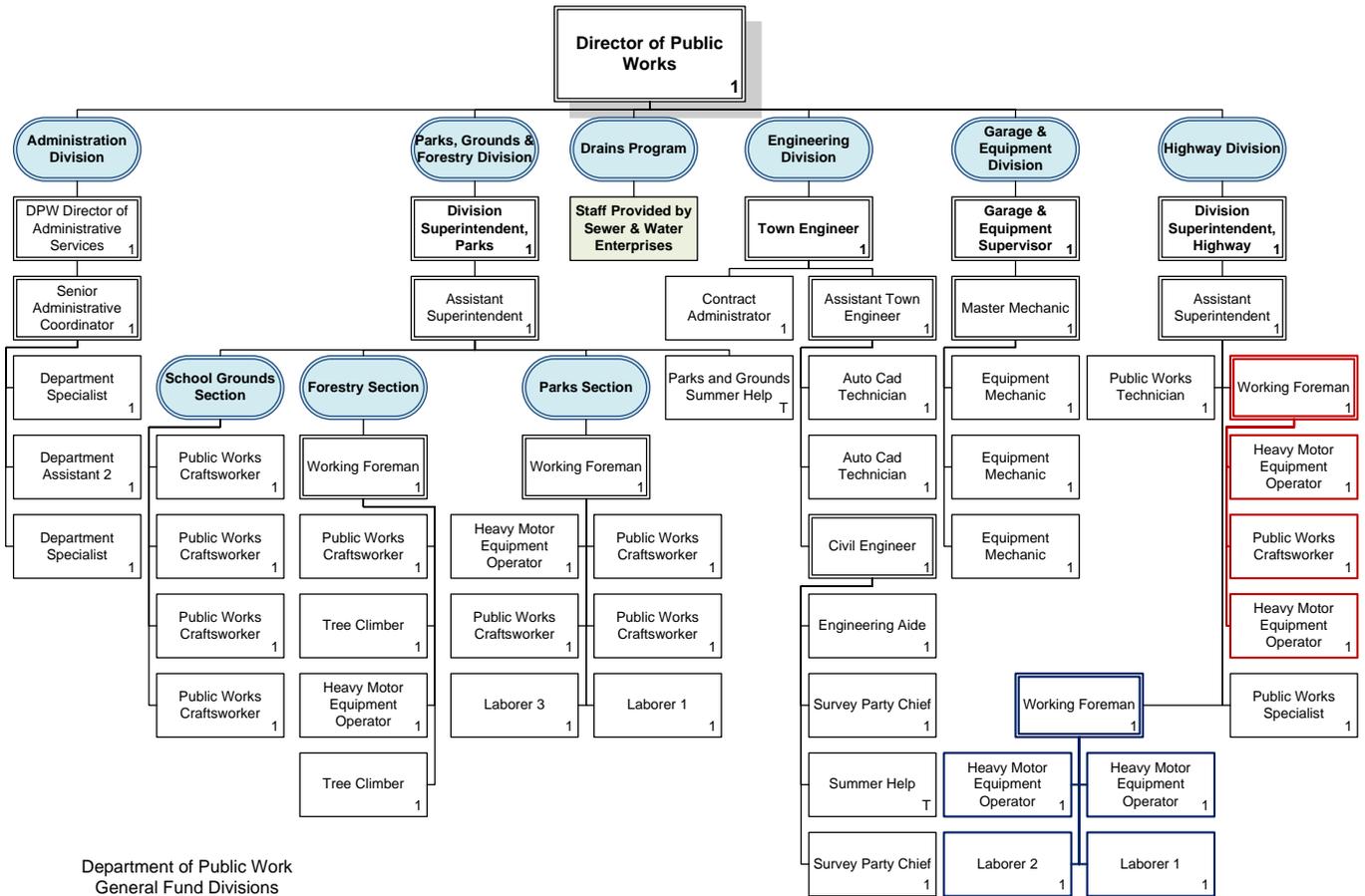
PERFORMANCE REQUESTS NOT RECOMMENDED BY TOWN MANAGER

\$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 as 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 form 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

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.

Fiscal Year 2008 Proposed Budget

PERFORMANCE REQUESTS RECOMMENDED BY TOWN MANAGER

Not Applicable

PERFORMANCE REQUESTS DEFERRED BY TOWN MANAGER

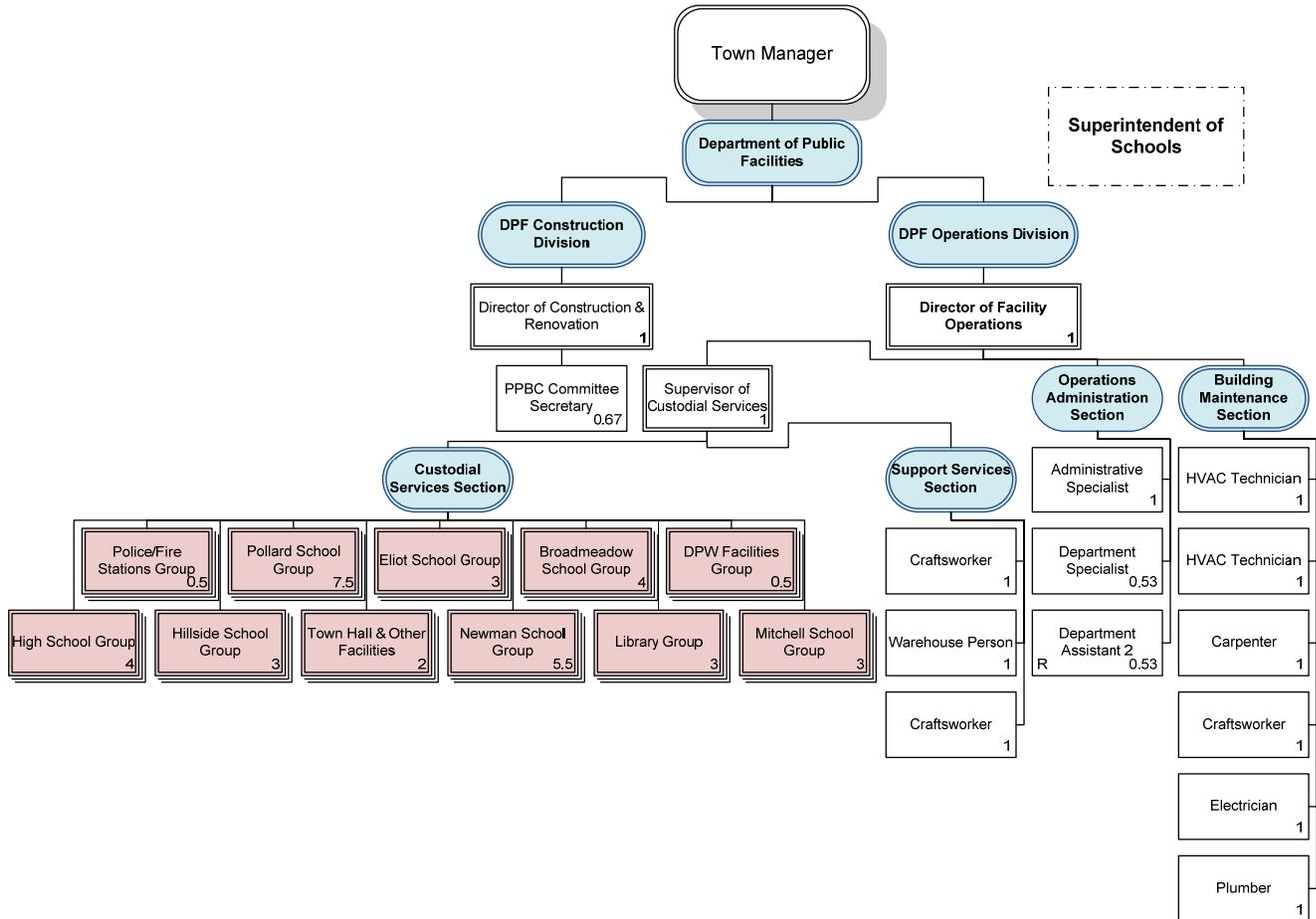
Not Applicable

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

Fiscal Year 2008 Proposed Budget

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.

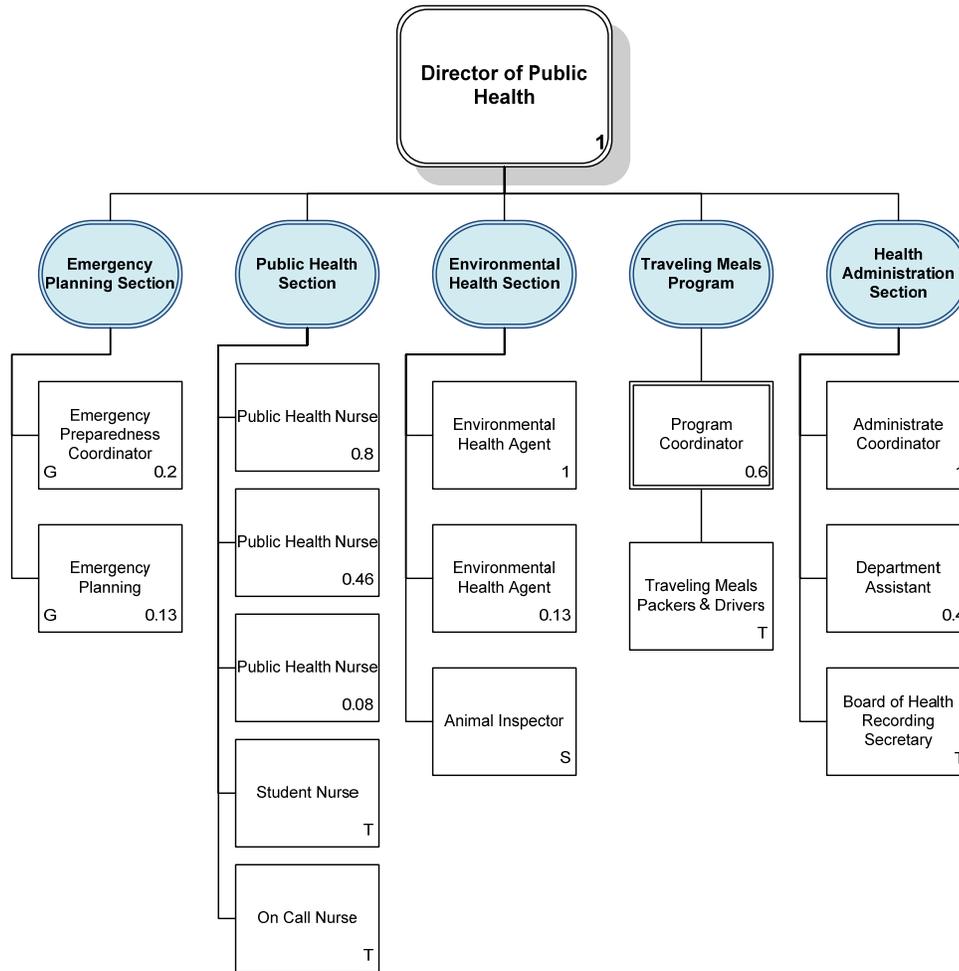
PERFORMANCE MEASURES

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

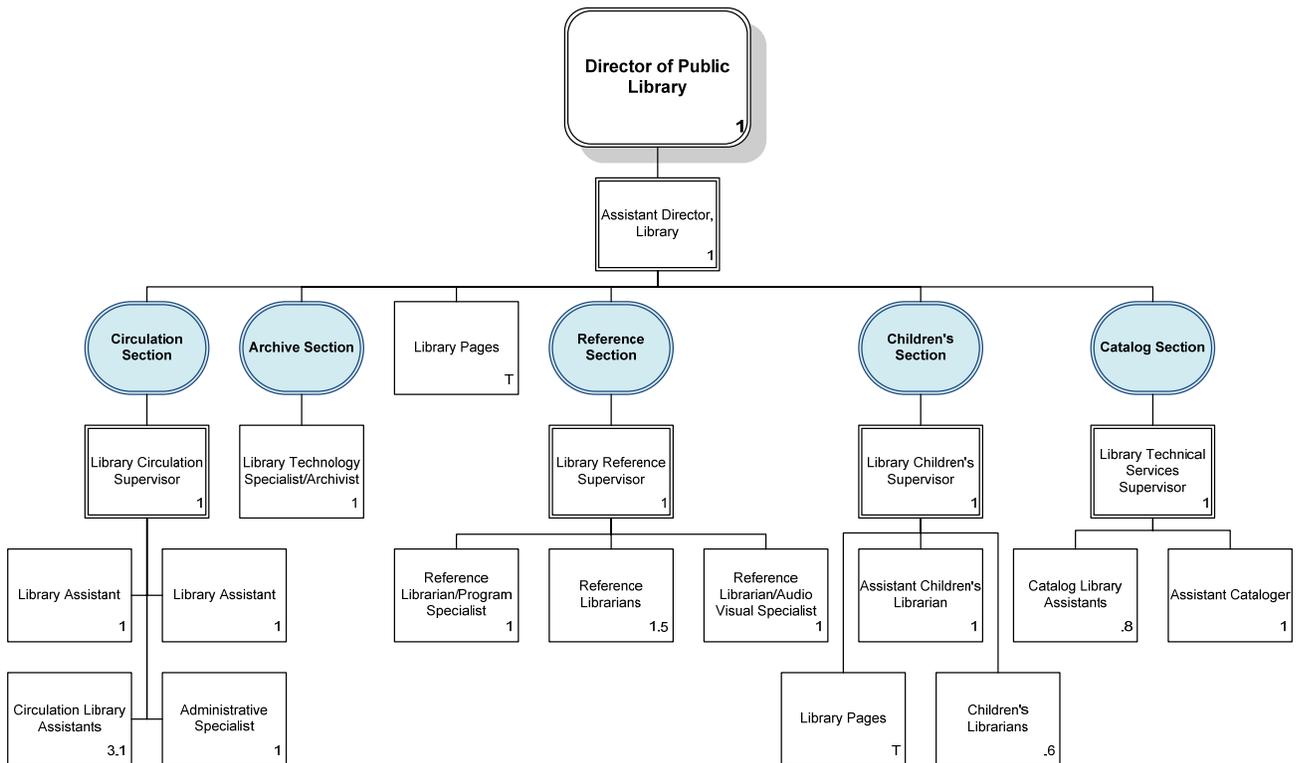
None

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

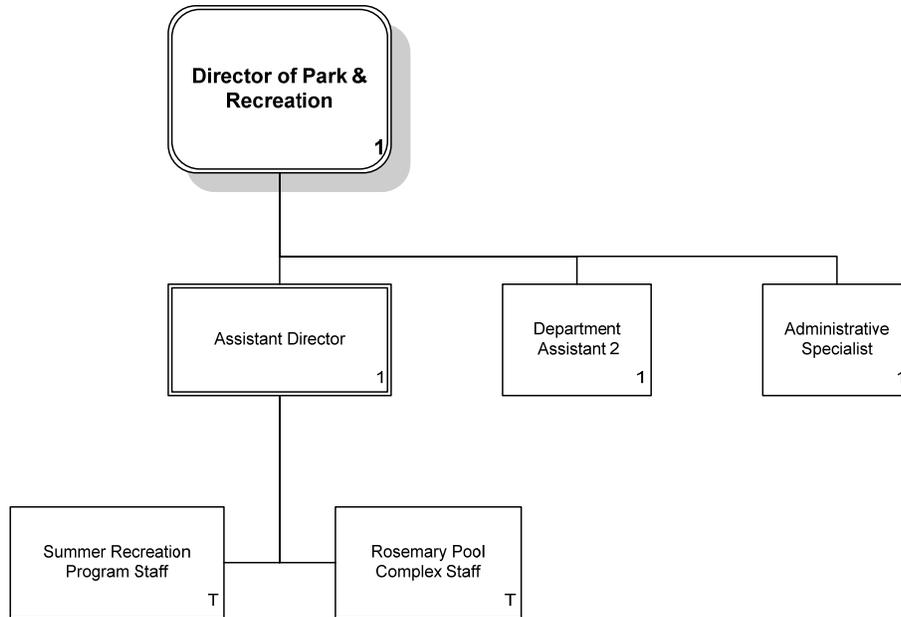
\$7,795 for Additional Library Pages

\$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,

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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

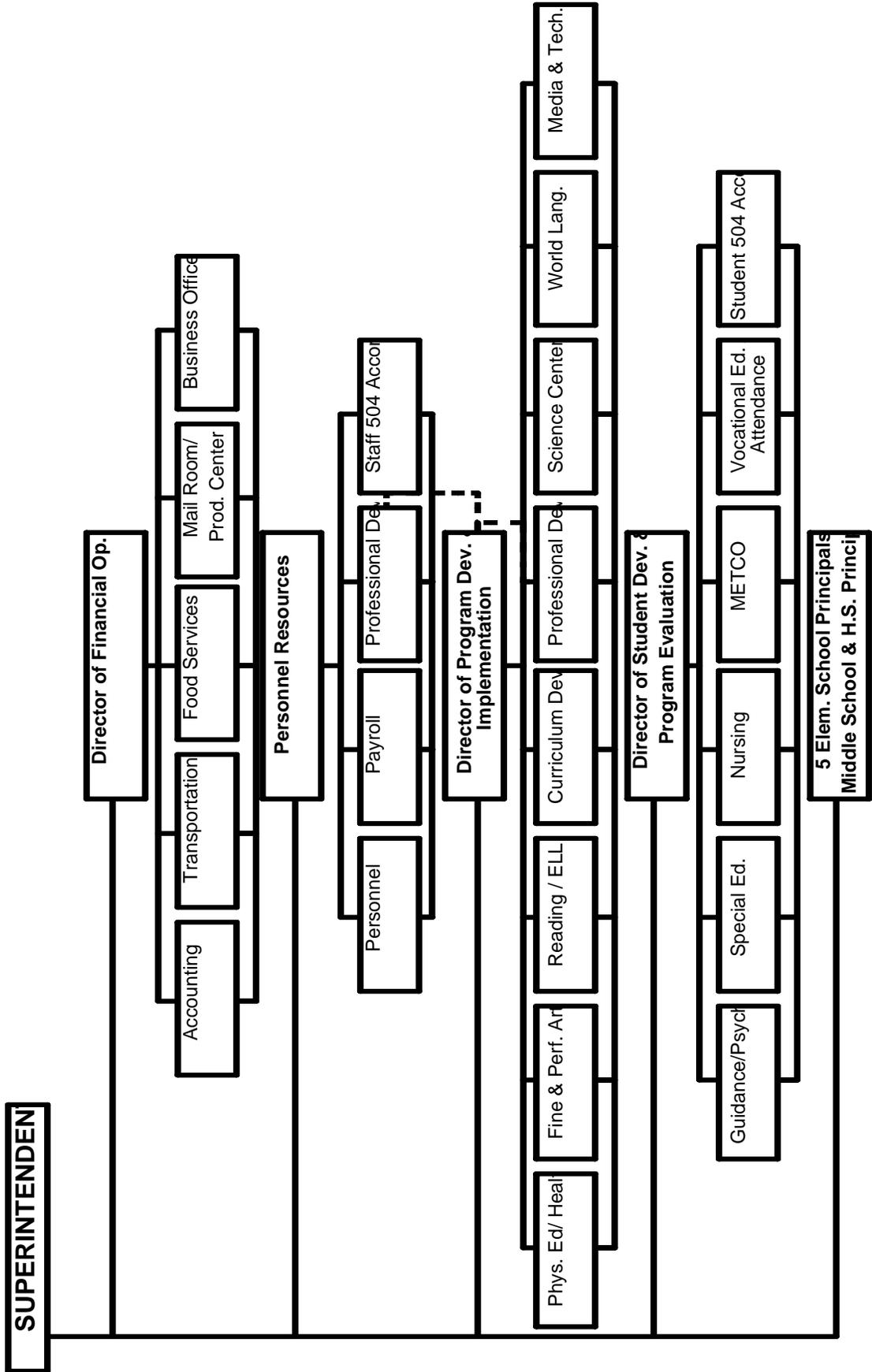
PERFORMANCE REQUESTS DEFERRED BY TOWN MANAGER

Not Applicable

PERFORMANCE REQUESTS NOT RECOMMENDED BY TOWN MANAGER

Not Applicable

Needham Public Schools Organizational Chart



FY08 Budget Summary

Supt Req	Supt Rec	SC Needs Recom				
542.7	542.66	542.66	FY07 Adopted School Budget	37,824,911	37,824,911	37,824,911
			Plus Additional Appropriation (Nov 2006 STM)	232,900	232,900	232,900
			FY07 Amended School Budget	38,057,811	38,057,811	38,057,811

Original Request	FTE			Original Request	Sup't. Recomm	SC Needs Budget
Plus FY08 Base Salary Costs:						
1.77	1.77	1.77	Base Salary Costs	956,665	956,665	956,665

Plus Level-Fund Non-Salary Contractual / Mandated Increases:

School Physician (Contractual Increase)	1,500	1,500	1,500			
Pollard ELL Educational supplies	100	100	100			
Legal Services (Contractual Increase)	69,150	52,150	52,150			
SPED Transportation (Contractual Increase)	98,407	98,407	98,407			
Regular Transportation (Contractual Increase)	59,840	59,840	59,840			
SPED Tuition Increase (3% COLA, 72% Reimb)	409,930	409,930	361,435			
SPED Tuition Contingency (10%)	<u>346,865</u>	<u>346,865</u>	<u>273,613</u>			
Subtotal Mandated/Contractual	985,792	968,792	822,641			

Plus Level-Fund (Mandated) Staffing Increases:

<u>English Language Learner (ELL)</u>						
0.30	0.30	0.30	District Part-Time ELL Coordinator	21,460	21,460	21,460
0.50	0.50	0.50	NHS ELL Teacher for NHS	25,000	25,000	25,000
0.30	0.30	0.30	District K-8 ELL Instructional Service Increase (10 Hrs/Wk)	10,000	10,000	10,000
<u>Nursing</u>						
0.50	0.50	0.50	Broadmeadow Part-Time Nurse/ 504 Plan	25,000	25,000	25,000
<u>SPED/Options Program</u>						
0.30	0.30	0.30	Elliot Expand Part-Time TA to Full-Time (No Longer Qualifies for Grant Funding)	10,289	10,289	10,289
0.74	0.74	0.74	Hillside Full-Time Early Learning Center (ELC) II Teaching Assistant	21,354	21,354	21,354
0.77	-	-	Preschool Full-Time Program Specialist	33,748	0	0
0.74	-	-	Preschool Full-Time Early Teaching Assistant	21,354	0	0
(0.20)	(0.20)	(0.20)	Preschool Reduction Preschool Teacher	(14,519)	(14,519)	(14,519)
0.77	0.77	0.77	Newman Full-Time ELC I Program Specialist	33,748	33,748	33,748
1.00	1.00	1.00	Newman Full-Time Teacher for ELC I Program	50,000	50,000	50,000
1.00	1.00	1.00	NHS Continue Full-Time Options Program Teacher (Added Mid-FY07. Includes \$1,300 Non-Recurring Computer & \$200 Supplies)	55,509	55,509	55,509
1.00	1.00	1.00	NHS Continue Full-Time SPED Teacher (Added Mid-FY07)	54,293	54,293	54,293
0.50	-	-	NHS Part-Time Options Program Psychologist	25,000	0	0
8.22	6.21	6.21	Subtotal Mandated/Contractual	372,236	292,134	292,134
552.7	550.64	550.64	Subtotal Level Fund Request FY08	40,372,504	40,275,402	40,129,251
9.99	7.98	7.98	\$ Inc Over FY07	2,314,693	2,217,591	2,071,440
			% Inc Over FY07	6.1%	5.8%	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

Administrative Technology

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

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:							
<u>Restorations</u>							
1.00	1.00	1.00	Prof. Dev.	Restore District English/Language Arts Instructional Leader - Cut FY07	52,750	52,750	52,750
			Prof. Dev.	Restore Funding for Professional Development - Cut FY07	24,998	24,998	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
--	--	--	-------	---	-------	---	---

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			
--	--	--	-------------	--	--	--	--

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

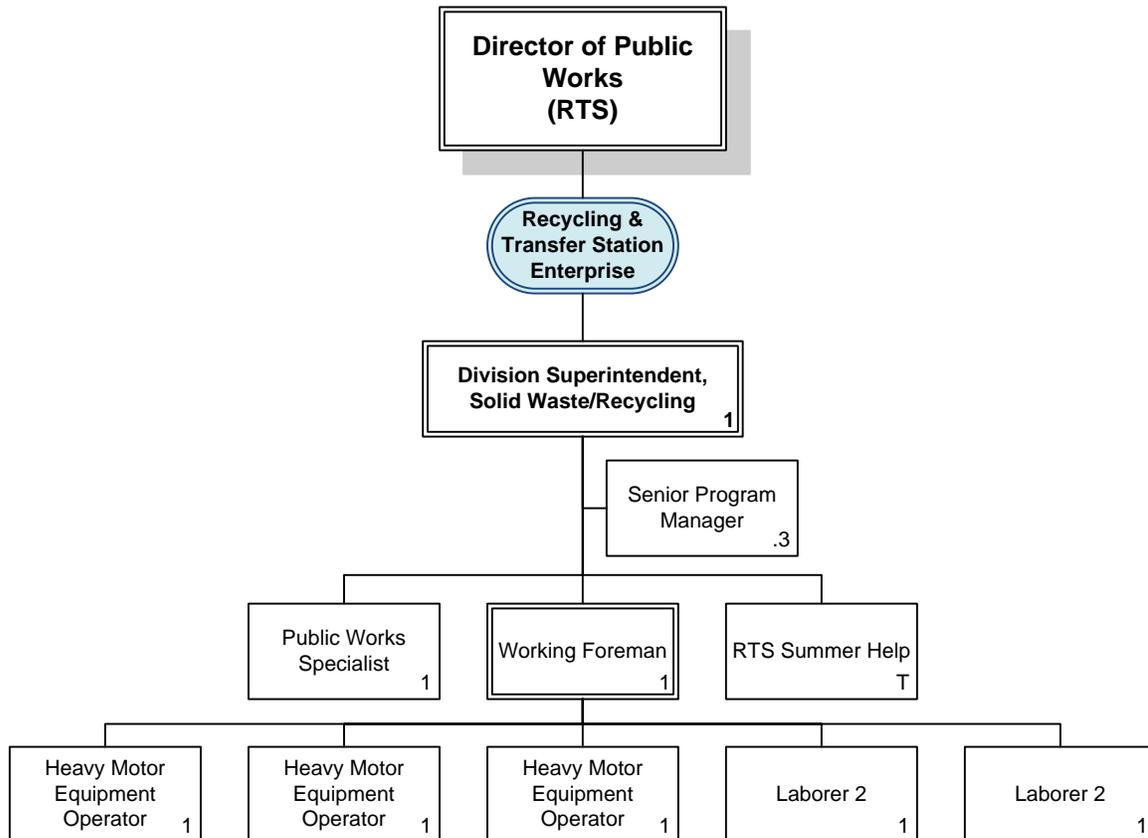
			Pollard	World Language Department Head to Full-Time for 6-12; Hire 0.5 Additional Pollard Teacher	25,000	25,000	25,000
0.50	0.50	0.50					

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%

ENTERPRISE FUNDS

SOLID WASTE RECYCLING ENTERPRISE FUND



GENERAL PURPOSE

To operate a residential drop-off area and transfer station for the handling and disposal of solid waste generated by the residents of Needham and various Town Departments in accordance with the Waste Bans and Regulations imposed by the Massachusetts Department of Environmental Protection. The make up of the waste stream includes, but is not limited to municipal solid waste, recyclables, yard waste, Public Works construction waste, universal waste and hazardous waste.

Manage and maintain a solid waste transfer facility, yard waste processing area and materials processing area (MPA/DPW). Handle, process and transport and track all material received at the Recycling Transfer Station (RTS). Removing as much material from the waste stream through practical applications of diversion, recycling or reuse, thereby minimizing disposal cost and increasing revenue through the resale of processed material. Average volume of material handled during the past three fiscal years was 27,223 tons/year.

OPERATIONAL CONSIDERATIONS

The RTS is one of the most utilized facilities within the Town in which approximately 75% of the Needham residents directly utilize the facility. The majority of the remaining 25% of Needham residents utilize the RTS through subscription hauler services. The RTS also provides disposal and recycling services for many Town Departments along with the Materials Processing Area and Snow Dump services for the DPW. In addition, the RTS maintains municipal agreements with various municipalities for Wood Waste Processing Services and Trommel Screening Services.

Line item increases in the FY 07 Budget

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.

Line item 5210, Energy; increase of \$1,760 or 8.0%.

Line item 5290, Other Property Related Services is based on the disposal of 8100 tons of Municipal Solid Waste (MSW); increase of \$15,000 or 1.7% (Contractual Commitment).

Line item 5380, Other Purchased Services; increase of \$500 or 0.8% (Increased cost for landfill mowing)

Line item 5580, Other Supplies and Equipment has been increased to cover the cost of Pay-Per-Throw bags (\$3,200 or 4.7%) and the payment of Sales Tax to MA DOR (\$400 or .006%); Total Increase of \$3,600 or 5.4%

PERFORMANCE MEASURES

The RTS is recognized as one of the most diverse recycling programs in the Commonwealth. The diversion rates for which we measure the facilities success, is the amount of material removed from the total waste stream through recycling, processing and reuse programs there-by reducing disposal cost and expense cost.

Diversion Rates with out yard waste for FY 04 = 40.29%; FY 05 = 41.49%; FY 06 = 41.68%
Diversion Rates with Yard Waste for FY 04 = 55.14%; FY 05 = 64.27%; FY 06 = 67.21%

During FY 06 the RTS processed and disposed of 7,845 tons of municipal solid waste (MSW/Trash) for incineration at the Wheelabrator waste to energy plant in Millbury, MA.

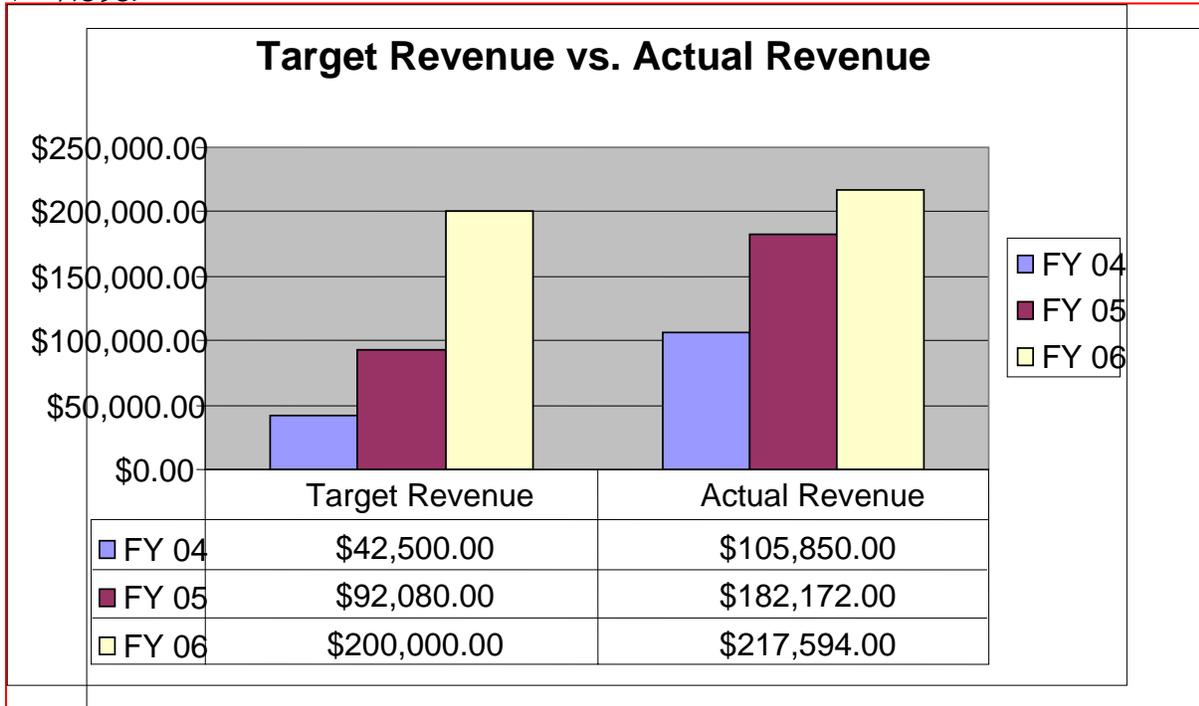
During FY 06 the RTS removed 5,608 tons of materials through the various recycling programs.

During FY 06 the RTS managed and processed 10,478 tons of yard waste materials in the yard waste and composting area.

During FY 06 the RTS managed and processed 6,424 tons of public works waste in the materials processing area.

Fiscal Year 2008 Proposed Budget

The RTS has increased its miscellaneous revenue earnings target from \$42,500 in FY 04 to \$200,000 in FY 07. (In FY 06 the RTS attained miscellaneous revenue earnings of \$217,595).



PERFORMANCE REQUESTS RECOMMENDED BY TOWN MANAGER

None

PERFORMANCE REQUESTS DEFERRED BY TOWN MANAGER

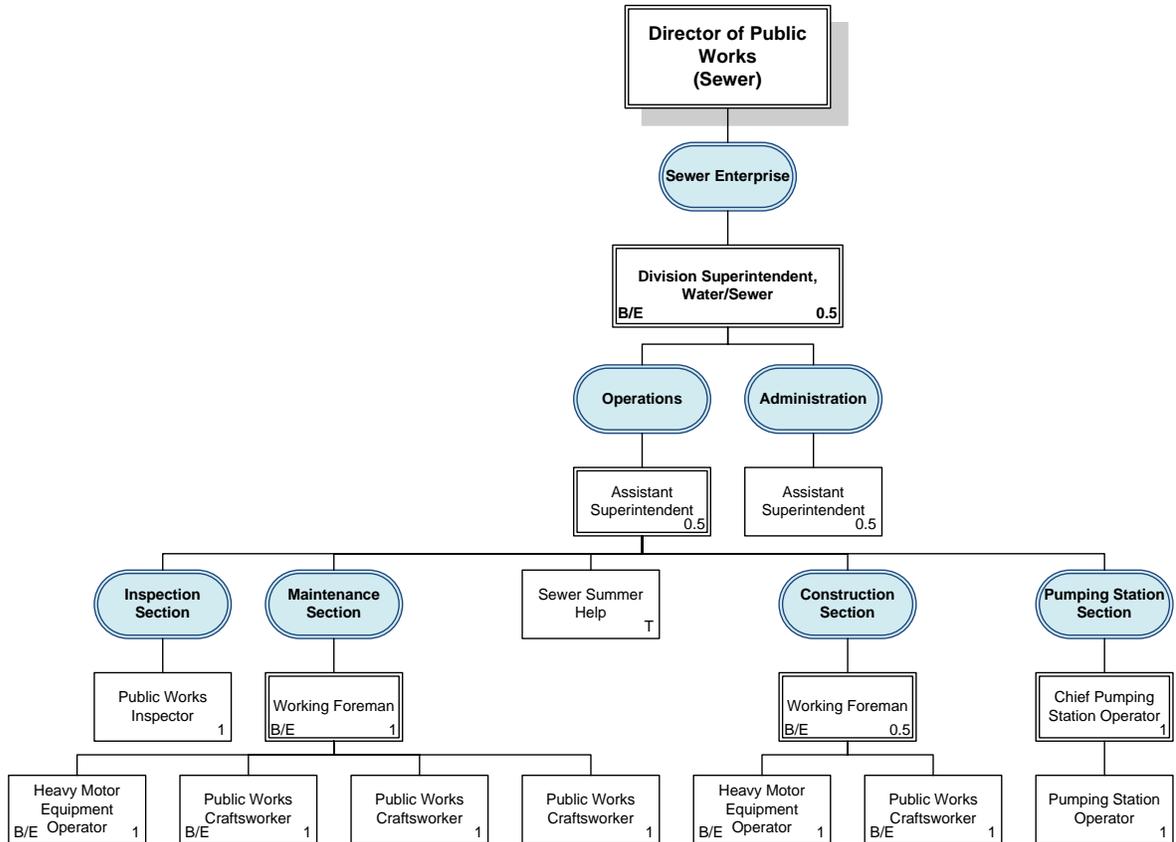
None

PERFORMANCE REQUESTS NOT RECOMMENDED BY TOWN MANAGER

None

Recycling & Transfer Station (RTS) Enterprise	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	441,847	462,833	474,658	531,163	534,551	534,551	534,551	
Expense	1,026,250	1,122,278	1,172,094	1,201,815	1,222,675	1,222,675	1,222,675	
Capital					58,000	58,000	58,000	
Debt Service	256,877	216,325	226,078	230,000	150,000	150,000	150,000	
Reserve Fund*	Transfers Only *	Transfers Only *	Transfers Only *	45,000	45,000	45,000	45,000	
TOTAL	\$1,724,974	\$1,801,436	\$1,872,830	\$2,007,978	\$2,010,226	\$2,010,226	\$2,010,226	

SEWER ENTERPRISE FUND



GENERAL PURPOSE

The Water and Sewer Division sewer system personnel are currently responsible for the operation and maintenance of the Town's sewage collection system consisting of over 130 miles of collector and interceptor sewers, 6,500 sewer manholes and 10 sewer pumping stations. The Town's sewer system is a collection system that discharges its wastewater to the Massachusetts Water Resources Authority (MWRA) system for treatment. Approximately 65% of the Town's sewer collection system is a totally gravity system and 35% of the sewer system is pumped into the gravity system. Needham has two principle points of discharge into the MWRA system and nine other public locations where subdivisions discharge to the MWRA system.

The Water and Sewer Division sewer system personnel maintain and operate 23 sewer pumps, motors, switchgear, gates, valves, buildings and grounds contained in ten pumping facilities located throughout town. They also operate pipe maintenance equipment such as a mechanical rodding machine, high velocity jetting equipment, backhoes, trucks, generators, and repair response equipment. In order to ensure a safe work place, we provide education and training that is necessary to successfully maintain a sewer system with origins back to the early 1900's.

Sewer system personnel are actively utilized throughout the year to clean and maintain the sewer system so that failures and blockages are prevented and/or minimized. Pumping station operators and on-call personnel are active seven days per week keeping the system functioning properly.

Collection System

Operate, maintain and repair the sanitary sewer system, consisting of 130 miles of gravity sewers and force mains. Operation and preventative maintenance consists of the inspection and cleaning of sewer mains by means of specialized power rodding and high pressure jet flushing equipment. Debris such as silt, sand, grit and grease require flushing and removal. Root intrusion and miscellaneous objects require special cutting tools attached to the power rodder. Several miles of the sanitary system lie within easements in difficult to access locations. These require physical inspections and functions similar to those described above performed by hand. Sections of the pipelines are televised daily to identify infiltration and problem areas, in conjunction with the pipe cleaning program. Closed circuit television equipment and larger excavation equipment are utilized for a strong rehabilitation program by replacing portions of mainline piping and manholes as needed.

Pumping Stations

Operate and maintain ten sewer pumping stations of various size and complexity. All pump stations are inspected twice daily. Routine preventative maintenance and minor repairs are performed by Sewer Division personnel. The more complex work, such as electrical, welding, and heavy hauling of pumps and motors, is performed by private contractors.

OPERATIONAL CONSIDERATIONS

The MWRA provides for transportation of Needham's wastewater from Needham to the Deer Island Wastewater Treatment Facility (DIWWTF). The transportation to and treatment at the DIWWTF must meet stringent EPA requirements before being released to Boston Harbor via a 9.5 mile long tunnel under the harbor floor. The 43 communities discharging to the regional system share the cost of this transportation and treatment. The MWRA assessment is an average of the prior 3 calendar years metered flow.

The pump replacement program has been developed to rotate replacement of each of the 23 sewer pumps that run daily. This reduces emergency calls and allows the pump stations to run more efficiently. This program was previously requested in the capital budget and is now, since FY05, a regular capital program under the sewer operating budget.

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.

Line item changes:

- Line 5210 Energy - Changes to the Energy line is calculated from the FY06 expenditures plus 8% inflation. (\$2,523)
- Line 5481 Vehicular Supplies (fuel) line is calculated from the FY06 expenditures plus 8% inflation. (\$2,182)

Fiscal Year 2008 Proposed Budget

PERFORMANCE MEASURES

Goals for FY08 include continuation of the Sewer Pump Replacement program, the I/I Reduction program and Service Connection Renewals in conjunction with the Road Master Plan as allowed by the availability of our own staff.

Collection System

- Visually inspect and mechanically rod or hydraulically flush and CCTV
 - All sewer mains located in high traffic business districts at night annually
 - All sewer mains accessible annually
- Visually inspect and mechanically rod or hydraulically flush all trouble locations twice annually or as needed.
- Visually inspect all sewer mains located within easements annually for proper flow.
- Respond to all emergency blockage calls immediately.
- Provide “Dig Safe” utility mark outs within 72 hours or immediately for emergency excavations.
- Inspect all sewer main construction, service connections and main or connection repairs performed by non-DPW contractors.

Pumping Stations

- Inspect and monitor 10 sewer pumping stations (23 pumps) twice daily 365 days/yr.
- Maintain operating records for all pumps, motors and motor control centers (MCCs).
- Inspect operation of all valves and mechanical or electrical equipment.
- Inspect wet wells and maintain bar racks or grinders.

PERFORMANCE REQUESTS RECOMMENDED BY TOWN MANAGER

None

PERFORMANCE REQUESTS DEFERRED BY TOWN MANAGER

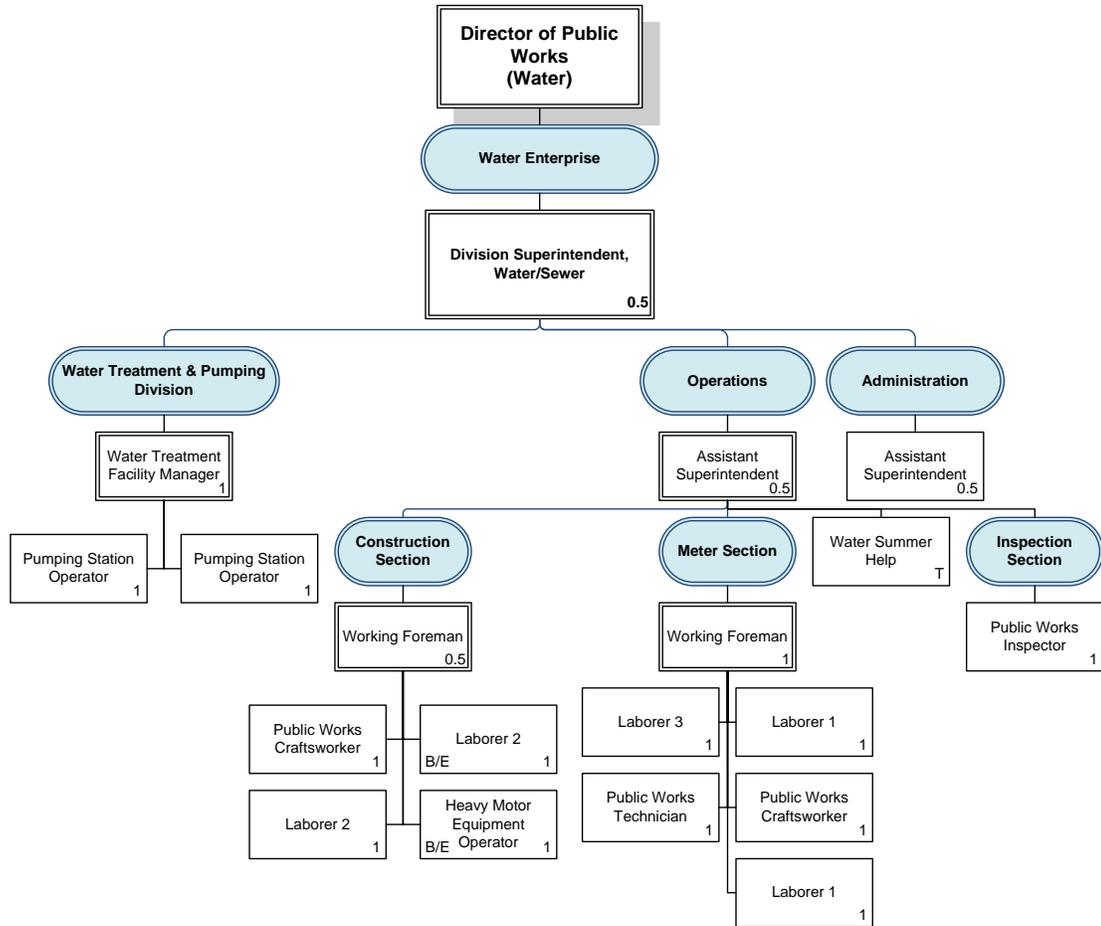
None

PERFORMANCE REQUESTS NOT RECOMMENDED BY TOWN MANAGER

None

Sewer Enterprise	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	473,249	501,561	507,078	531,538	538,728	538,728	538,728	
Expense	178,734	185,486	208,474	246,351	254,010	179,274	179,274	
Capital		22,428	23,691	25,000	25,000	25,000	25,000	
MWRA Assessment	4,646,630	4,609,914	4,640,239	5,125,624	5,125,624	5,125,624	5,125,624	
Debt Service	1,055,001	1,016,687	991,299	1,090,000	1,150,000	1,150,000	1,150,000	
Reserve Fund*	Transfers Only *	Transfers Only *	Transfers Only *	35,000	35,000	35,000	35,000	
TOTAL	\$6,353,614	\$6,336,076	\$6,370,781	\$7,053,513	\$7,128,362	\$7,053,626	\$7,053,626	

WATER ENTERPRISE FUND



GENERAL PURPOSE

The Needham Water and Sewer Division is primarily a maintenance organization with the ability to perform small and limited construction projects. The yearly tasks of the Water Division consist of operation and maintenance of the Town's water system including the supply, treatment and distribution. The Water Division personnel are committed to providing high quality drinking water that meets or exceeds state and federal standards for safety and quality. To ensure we maintain our high quality, Needham has made significant investments in water treatment, water quality monitoring, and the distribution system. The Town is fortunate to have its resources available to provide potable drinking water to the community.

Pumping and Treatment

The Town's water distribution system is a single service pressure zone system supplied by two sources. The Town's primary source of water is the Charles River Well Field that is able to produce 4.6 million gallons of water per day (mgd). The Charles River Well Field consists of three groundwater-pumping stations. Needham's second water source is a connection to

the MWRA surface water supply originating at the Quabbin Reservoir and delivered through the new Metrowest Tunnel and the Hultman Aqueduct. This water is pumped into the Needham system at the St. Mary's Pumping Station located at the corner of St. Mary's Street and Central Avenue. This supply is used when the Town's demand for water is greater than the Well Field's capabilities. One manager and two certified operators staff the Charles River Water Treatment Facility (CRWTF). This staff monitors equipment that filters manganese and treats the water for proper Ph levels, injects chlorine for disinfection, and fluoride. Other responsibilities include various water quality testing performed routinely along with the upkeep of the two water storage tanks and all required grounds maintenance.

Sampling and testing is done as required by the DEP and the Environmental Protection Agency (EPA) to ensure the safety and high quality of water delivered. The water is sampled and analyzed approximately 1,500 times per year. Records are kept of the amounts of chemicals added daily and the results of all analyses.

Produce and mail an updated annual Water Quality/Consumer Confidence Report as required by the EPA since 1999.

Distribution

Operate, maintain and repair the Town's water distribution system comprised of 135 miles of various size water mains, 1,150 public hydrants, 3,400 water gate valves, and 9,800 water service connections. This work includes the routine repair and/or replacement of meters, valves, service pipes, mains, gates and hydrants; testing meters for accuracy; performing annual cross-connection surveys at all commercial and industrial properties; and testing semiannually several hundred back flow prevention devices. An amount of 10,000 has again been included in Purchase of Services for the annual leak detection survey of the water distribution system. The purpose of the leak detection survey is to identify subsurface leaks that may go otherwise undetected causing water to be wasted.

Read nearly 13,000 meters four times per year, respond to customer inquiries, investigate unusual readings, and maintain records. The differential between the water and sewer rates has increased the number of inquiries from customers causing an increased administrative and operational workload.

OPERATIONAL CONSIDERATIONS

In 2004 the state adopted a new water policy. Working with this policy, the DEP implemented a review of all water withdrawal permits with the possibility of limiting daily withdrawals, supposedly in order to protect the base flow within the Charles River. If lower limits are implemented, the Town will need to institute an aggressive water conservation program, including summer outside watering restrictions that, if allowed, will cause an increase in the purchase of additional MWRA water.

The MWRA provides a supplemental supply of water to Needham for use typically during the summer months, when the demand for water is high, or during times when the Needham systems are being serviced. Over 40 communities supplied by the MWRA share the cost of water distribution, including significant improvements in the MWRA delivery systems. The annual MWRA assessment is based on the prior calendar year's metered

consumption. The FY2008 assessment by the Massachusetts Department of Environmental Protection (DEP) for the State's administration of the Federal Safe Drinking Water Act (SDWA) is projected to be \$12,000.

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.

Line Item Increases

Line 5300	Prof. And Tech. (water quality testing)	4,870
Line 5380	Communications	78
Line 5480	Vehicular Supplies (fuel)	-2,150
Line 5530	Public Works Supplies (treatment chemicals)	-42

PERFORMANCE MEASURES

Goals for FY07 include continuation of the water service replacement program, the water meter replacement program, and the small diameter water main looping program as allowed by the availability of our own staff. To operate, maintain and repair pumping facilities at six locations in order to pump water into the distribution system. This includes heating and maintaining six buildings including the Water Treatment Facility, maintaining pumps which supply water for treatment and plant equipment, emergency standby generator, leasing phone lines and maintaining the telemeter system which operates the pumps and sounds alarms when failures occur. Pumping records are maintained in order to keep an accurate accounting of water supplied to the Town.

SUPPLY & TREATMENT: Operate, maintain and repair the Town's pumping facilities including the Charles River Water Treatment Plant plus 3 deep well pumping stations, St. Mary's pumping station and the Dedham Avenue water building and all its appurtenant equipment.

- 1) Pump and treat 960 million gallons per year.
- 2) Pump 120 million gallons of MWRA water per year.
- 3) Water sampling & testing 365 day per year totaling over 1500 tests/yr.
- 4) Produce and distribute the annual *Water Quality / Consumer Confidence Report*.

DISTRIBUTION SYSTEM: Operate, maintain & repair the Town's water distribution system comprised of 135 miles of various sizes of water mains; 1,150 public fire hydrants, 3,400 water gate valves, 9,800 service connections.

- 1) Conduct a system wide leak detection survey.
- 2) Perform annual water main flushing program.
- 3) Semi-annually test 375 backflow prevention devices as part of the Cross-connection & Backflow Prevention program.
- 4) Inspect, and test all 1,150 fire hydrants each year.
- 5) Inspect and exercise approximately 1,200 of 3,400 gate valves each year.
- 6) Read 12,750 water meters 4 times per year, read 550 commercial meters monthly.

Fiscal Year 2008 Proposed Budget

- 7) Respond to customer inquires, investigate unusual readings.
- 8) Replace approximately 500 water meters per year.
- 9) Replace 500-1,000 feet of undersized water mains as part of the small diameter looping program.
- 10) Replace approximately 20 lead lined water service connection.
- 11) Replace approximately 25 to 35 old fire hydrants

PERFORMANCE REQUESTS RECOMMENDED BY TOWN MANAGER

\$50,000 for Trench Restoration
 \$60,000 for Commercial Meter Replacement Program
 \$30,000 for Well and Pump Rehabilitation Program

PERFORMANCE REQUESTS DEFERRED BY TOWN MANAGER

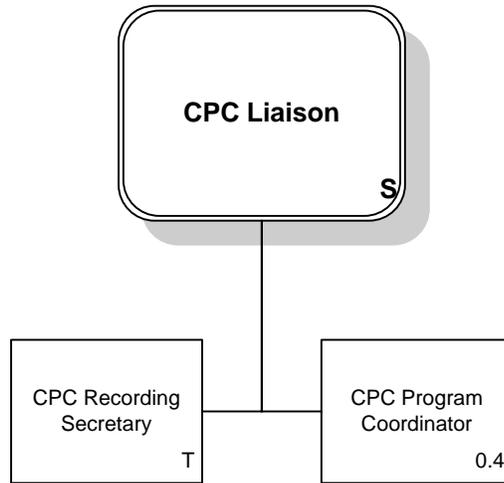
None

PERFORMANCE REQUESTS NOT RECOMMENDED BY TOWN MANAGER

None

Water Enterprise	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	708,452	777,184	760,871	855,992	880,058	880,058	880,058	
Expense	681,313	763,653	701,232	821,688	964,300	964,300	964,300	
Capital	19,690	19,972	19,499	20,000	20,000	20,000	20,000	
MWRA Assessment	1,060,548	786,119	351,877	830,009	830,009	830,009	830,009	
Debt Service	1,105,601	1,093,064	1,128,527	1,110,000	1,300,000	1,300,000	1,300,000	
Reserve Fund*	Transfers Only *	Transfers Only *	Transfers Only *	75,000	75,000	75,000	75,000	
TOTAL	\$3,575,604	\$3,439,992	\$2,962,006	\$3,712,689	\$4,069,367	\$4,069,367	\$4,069,367	

COMMUNITY PRESERVATION FUND



GENERAL PURPOSE

Empowered by the General Laws of Massachusetts Chapter 44B, the Community Preservation Committee has oversight of the *Community Preservation Fund*, created through a 2% surcharge of the real estate tax levy on real property and additional state matching funds, of up to 100%. Applications for community preservation projects are submitted to the Community Preservation Committee for review and evaluation. The approved projects are then submitted to Town Meeting for the authorization to appropriate the funds.

Under the state legislation, *community preservation* is defined as, “the acquisition, creation and preservation of open space, the acquisition, creation and preservation of historic structures and landscapes, and the creation and preservation of community housing.”

A minimum of 10% of the annual revenues of the fund must be set aside for use or reserve for each of the three core community concerns. The remaining 70% can be allocated for allowable uses, including recreation purposes. Community Preservation funds do not have to be used in the year they are collected, but can be set aside for future uses.

Up to 5% of the annual revenues may be utilized for administrative and operating expenses. The funds are authorized as one amount, but are broken into categories in the chart below for discussion purposes. A portion of these funds will be spent each year on regular expenses, but some are held in anticipation of expenses related to proposals that have not been presented at this time.

The Director of Park and Recreation serves as the Town Manager’s liaison to the Community Preservation Committee. Park and Recreation’s Department Assistant 2 serves as the Committee’s recording secretary and provides clerical support. The newly created

Fiscal Year 2008 Proposed Budget

Program Coordinator will assume some of the responsibilities currently handled by the Assistant Town Manager/Finance Director and Director of Park and Recreation.

OPERATIONAL CONSIDERATIONS

It will be important for the Community Preservation Committee to continually educate all residents to the opportunities of the Fund, encouraging individuals and organizations from throughout the community to bring forward projects that benefit the public.

PERFORMANCE MEASURES AND GOALS

Provide a decision on each application within 3 months of submission.

PERFORMANCE REQUESTS RECOMMENDED BY TOWN MANAGER

None

PERFORMANCE REQUESTS DEFERRED BY TOWN MANAGER

None

PERFORMANCE REQUESTS NOT RECOMMENDED BY TOWN MANAGER

None

Community Preservation Administration	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			1,025	31,000	31,000	31,000	31,000	
Expense			1,053	90,000	89,000	89,000	89,000	
Capital								
TOTAL			\$2,078	\$121,000	\$120,000	\$120,000	\$120,000	

SECTION 5
Departmental Spending Requests
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EDUCATION

Needham Public Schools See End of Section 3

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FY08 Department Spending Request

GENERAL GOVERNMENT

Board of Selectmen / Town Manager

Fiscal Year 2008 Proposed Budget

Town of Needham Salary and Wage Summary DSR-2			
Department – Division	Board of Selectmen/Town Manager		
Account	Current Number of Funded Positions (not f.t.e.'s)	FY 2008 Number of Positions (not f.t.e.'s)	Amount
1. Salary and Wage Full Time Positions	5	5	399,127
2. Salary and Wage Part Time Positions	3	3	61,183
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)			0
4. Salary and Wage Overtime (Itemized Below)			650
5. Other Salary and Wages (Itemized Below)			29,217
TOTAL			490,177
Line 3 Seasonal and Temporary Positions			
Line 4 Overtime			
Overtime TM	300		
Overtime Personnel	350		650
Line 5 Other Salary and Wages			
Town Meeting Workers/TMTR	5,400		
Selectmen's Stipends/BOS	7,800		
Board of Selectmen Recording Secretary	1,717		
Vacation/Sick Replacement/COM	3,000		
Tuition Reimbursement	3,500		
Payment in Lieu of Vacation	7,800		29,217
SUB TOTAL			29,867
*			

Fiscal Year 2008 Proposed Budget

Town of Needham Expenditure Detail DSR-3			
Department – Division	Board of Selectmen/Town Manager		
Account	Description	Amount	Sub Total
Energy 5210			
Non-Energy Utilities 5230			
Repairs and Maintenance 5240	Copy Machine Meter Charges, Copier and Fax Machine Maintenance/CS Telephone Maintenance, Installation and Repair/CS	5,900 16,600	22,500
Rental and Leases 5270	Local and Long Distance Charges/CS	47,000	47,000
Other Property Related Services 5290			
Professional and Technical 5300	Staff Training & Mun. Trng. Group/PER Civil Service Assessment Center	4,500 15,000	19,500
Communications 5340	Postage, Advertising, Printing, Phone/TM, TM/Election Warrants, Legal Notices, Constables, Badges/TMTR Town Clerk's Records, Committee Reports, Electronic Reproduction, Binding, town Report, By-laws/TMTR Postage, Printing, Phone/PER Classified Advertisements/PER	4,600 5,200 9,400 3,900 15,000	38,100
Recreation 5350			
Other Purchased Services 5380			
A	Group Total		127,100
Energy Supplies 5410			
Office Supplies 5420	Office Supplies/TM Office Supplies/PER Office Supplies/CS	1,800 1,500 1,400	4,700
Building and Equipment Repair/Supplies 5430			
Custodial Supplies 5450			
Groundskeeping Supplies 5460			
Vehicular Supplies 5480			
Food and Service Supplies 5490			
Medical Supplies 5500			
Educational Supplies 5510			
Public Works Supplies 5530			
Other Supplies & Equipment 5580			
Travel & Conferences 5710	MMA, etc./BOS ICMA, MMA, MMMA, etc./TM ICMA, MMA, MMMA, MMPA, HUG/PER	1,700 3,200 2,500	7,400
Dues and Subscriptions 5730	Nflk.Cty, Sub. Co., MMA/BOS ICMA, MMMA, etc./TM ICMA, MMMA, MMPA/PER	7,950 1,200 1,100	10,250

Fiscal Year 2008 Proposed Budget

Town of Needham Expenditure Detail DSR-3			
Department – Division		Board of Selectmen/Town Manager	
Account	Description	Amount	Sub Total
Other Exp. 5780			
B		Group Total	22,350
Capital Equipment Replacement 5850			
C		Group Total	
TOTAL			149,450

Town of Needham Performance Improvement Funding Request DSR-4	
Department – Division	Town Manager/Board of Selectmen
Priority Request #	1
PURPOSE OF THE REQUEST	
<p>The purpose of this request is to establish a formal, systematic mechanism for evaluating customer satisfaction with Town services, and using the information gathered from such evaluation to inform organizational, management, and funding decisions. Resident opinion should be a major factor in local government decision making, yet it is often hard to measure. Often, a vocal minority can sway public decision making in the face of the silent majority, Citizen surveys provide valuable information to help to understand residents’ concerns, improve communication, and measure satisfaction with the overall operation of local government.</p> <p>This request would fund an annual contract for citizen evaluation on certain core functions, as well as specific services as needed. The national Performance Review defines performance measurement as “a process of assessing progress toward achieving predetermined goals, including information on the efficiency with which resources are transformed into services (outputs), the quality of those outputs (how well they are delivered to clients and the extent to which clients are satisfied) and outcomes (the results of a program activity compared to its intended purpose) and the effectiveness of government operations in terms of their specific contribution to program objectives.</p> <p>The Town has embarked on a performance measurement program, “Townstat,” in which department managers are identifying areas for evaluation and/or benchmarking. Six departments have currently participated, with the remainder scheduled to complete at least one project by the beginning of the FY09 budget process.</p> <p>This program will provide the flexibility for the Town to fund the three key features of a true performance measurement system: program evaluation, benchmarking, and citizen opinion. With respect to program evaluation, it may fund consulting assistance for Townstat teams. For benchmarking, it may provide an opportunity for the Town to participate, on a department by department basis, in the ICMA Center for Performance Measurement’s national benchmark of local governments. This would be particularly helpful to gain information about methods and practices in other jurisdictions, primarily for those common functions as police, fire, highway, etc. Finally, the program would fund an annual citizen survey, such as that provided by National Citizen Survey, under which the Town would benefit from not only opinion of local residents, but also the relationship of that opinion level to the national local government database.</p> <p>A related project, evaluating the efficacy of creating a dedicated, centralized customer service center is proposed for FY09, and will be discussed on a preliminary basis as part of the on-going DPW Operations Study</p>	

Town of Needham Performance Improvement Funding Request DSR-4					
Department – Division		Town Manager/Board of Selectmen			
Priority Request #		1			
EXPECTED RESULTS					
Most Townstat projects will result in measures to increase the efficient use of current, limited resources. Some projects will identify areas for increased revenue or reduced costs. Benchmarking and citizen opinion data will provide the basis for organizational changes and budget priorities.					
EXPENDITURE DESCRIPTIONS					
\$	Amount	Frequency		Comment	
		Recurring	One-Time		
Townstat	2,500	X			
Benchmarking	2,500	X			
Citizen Survey	12,000	X			
TOTAL	17,000				
OTHER BUDGETARY IMPACTS					
Other Considerations				YES	NO
Does this request include Technology?					X
If so, has it been approved by the Technology Center?					
Will specialized training or licensing be required (beyond the initial funding)?					X
Will additional supplies or services be required if this request is funded?					X
Are those costs currently provided for in your department's budget?					
What is the estimated annual cost for supplies and services connected with the equipment? (current \$)					
If this request is funded will it produce new (additional) revenue for the Town?					X
If this request is not funded will Town revenues be negatively impacted?					X
Does this request address a documented health or safety issue (please explain)?					X

Town of Needham Performance Improvement Funding Request DSR-4					
Department – Division		Town Manager/Board of Selectmen			
Priority Request #		2			
PURPOSE OF THE REQUEST					
<p>This request would fund a Management/Financial Analyst to support the senior management team. The amount of work, projects, and on-going commitments placed on the professional staff – Town Manager, Assistant Town Manager/Finance, and Assistant Town Manager/Personnel, is overwhelming. The management/financial analyst will support the management team by performing tasks such as: development of spreadsheets to support revenue projections, budget requests, capital plan, etc.; conduct research in support of collective bargaining efforts; coordinate central purchasing initiatives; perform cost benefit analyses; track bills to ensure appropriate pricing; conduct research and draft financial and reserve policies; track fixed assets in support of GASB 34; evaluate new ways of providing services; perform cost of service calculations (for rate setting, planning, zoning, etc.); evaluate performance measures; and provide support to department managers in the development of departmental budget submissions.</p>					
EXPECTED RESULTS					
<p>With an “additional pair of hands” the senior management team will be able to provide more attention to strategic planning, which is nearly impossible when so much of our time is taken up with routine research and financial analysis. Boards and Committees seeking financial modeling will benefit since we will be able to provide a quicker turn-around on such requests.</p>					
EXPENDITURE DESCRIPTIONS					
<p>We propose the creation of a management internship program, for a one or two year rotation, aimed at recent graduates of MBA or MPA programs who want to establish themselves in local government. The expected salary of such an intern would be \$50,000. This program has been very successful in other communities, such as Lexington.</p>					
Classification	Amount	Frequency		Comment	
		Recurring	One-Time		
Salary	50,000	X			
TOTAL	50,000				
OTHER BUDGETARY IMPACTS					
Other Considerations				YES	NO
Does this request include Technology?					X
If so, has it been approved by the Technology Center?					
Will specialized training or licensing be required (beyond the initial funding)?					X
Will additional supplies or services be required if this request is funded?				X	
Are those costs currently provided for in your department’s budget?					

Town of Needham Performance Improvement Funding Request DSR-4		
Department – Division	Town Manager/Board of Selectmen	
Priority Request #	2	
What is the estimated annual cost for supplies and services connected with the equipment? (current \$)		
If this request is funded will it produce new (additional) revenue for the Town?		X
If this request is not funded will Town revenues be negatively impacted?		X
Does this request address a documented health or safety issue (please explain)?		X
Explanation to Answers Above		
This position would be benefit-eligible and would require FICA withholding, as well as office supplies, computer, etc		

Town of Needham Performance Improvement Funding Request DSR-4				
Department – Division		Town Manager/Board of Selectmen		
Priority Request #		3		
PURPOSE OF THE REQUEST				
<p>This request would provide funding for 7.5 additional hours for the Department Specialist Position in the Town Manager/Board of Selectmen’s Office. This Office is generally the primary point of contact between the public and the Town. The office staff consists of a full-time, professional Assistant to the Town Manager, and a part-time Department Specialist working 30 hours per week. An additional two part-time individuals staff the customer service desk/switchboard and provide some clerical assistance to the Department. Department staff also provides clerical assistance to a multitude of volunteer committees that have no staff of their own.</p> <p>The daily administrative/clerical work in the office includes items such as: receiving, copying and distributing all correspondence to five members of the Board of Selectmen (roughly 50 -75 pieces of mail per week), preparing agendas, agenda books and resources materials for bi-monthly and special Selectmen’s meetings, answering all correspondence, providing assistance to customers on the telephone and in person, coordinating requests for block parties (60-70 per year), producing and distributing Town Manager correspondence, filing Board of Selectmen and Town Manager correspondence, scheduling, posting and developing agendas for the Traffic Management Advisory Committee, Economic Development Advisory Committee, Permitting Committee, Transportation Committee, etc., maintaining calendars and scheduling building monitors for Town Hall and Stephen Palmer, sorting and distributing mail for all Town Hall departments, producing and distributing Annual and Special Town Meeting warrants, producing and distributing the Annual Report, preparing documentation for all licensing functions including liquor, common victualler, innholder, motor vehicle sales and miscellaneous licenses, and paying department and some town-wide bills (such as telephone service).</p>				
EXPECTED RESULTS				
<p>The additional hours for the Department Specialist will free up the Assistant to the Town Manager and the Town Manager to focus on the multitude of on-going projects.</p>				
EXPENDITURE DESCRIPTIONS				
7.5 hours at approximately \$18.50 per hour.				
Classification	Amount	Frequency		Comment
		Recurring	One-Time	
Hourly rate	7,250	X		
TOTAL				
OTHER BUDGETARY IMPACTS				

Town of Needham Performance Improvement Funding Request DSR-4				
Department – Division	Town Manager/Board of Selectmen			
Priority Request #	3			
Other Considerations			YES	NO
Does this request include Technology?				X
If so, has it been approved by the Technology Center?				
Will specialized training or licensing be required (beyond the initial funding)?				X
Will additional supplies or services be required if this request is funded?				X
Are those costs currently provided for in your department's budget?				
What is the estimated annual cost for supplies and services connected with the equipment? (current \$)				
If this request is funded will it produce new (additional) revenue for the Town?				X
If this request is not funded will Town revenues be negatively impacted?				X
Does this request address a documented health or safety issue (please explain)?				X
Explanation to Answers Above				
This position is already benefit-eligible. The additional wages would be subject to Medicare withholding.				

Town of Needham Performance Improvement Funding Request DSR-4				
Department – Division		Board of Selectmen/Town Manager		
Priority Request #		4		
PURPOSE OF THE REQUEST				
<p>Under the Town Manager form of government, the daily oversight and leadership role of the Assistant Town Manager/Personnel Director has changed significantly. The Assistant Town Manager is responsible for supervision of the Building, Planning, Appeals, Conservation, Health, and Senior, Veterans and Youth Services departments. At the same time, the Human Resources functions continue to increase on a daily basis. Due to the time-sensitive nature of the human resources function, the Assistant Town Manager/Personnel Director must spend a majority of his time tending to the daily personnel related matters of the Town.</p> <p>This request is to create a position Personnel Administrator, who will report to the Assistant Town Manager/Personnel Director and who will be responsible for the daily activities of the personnel department including interaction with other departments, compliance with laws, regulations and procedures, maintenance of the Human Resource software, oversight of the benefits administration, compliance with Civil Service, workers compensation, unemployment, and other related personnel administration tasks.</p>				
EXPECTED RESULTS				
<p>Funding for this project will allow the Town Manager to delegate Town-wide objectives, projects and other responsibilities currently being done by the Town Manager to the ATM/PD. This funding will also provide the Town with a dedicated Personnel Administrator who will be responsible to ensure the integrity of the human resources functions of the Town. In addition the ATM/PD will have more time to properly oversee the operations of the Social Service and Land Use departments.</p> <p>Comparable communities using this proposed structure include Natick, Newton, Lexington, Walpole, Concord, Andover, Framingham and Brookline.</p>				
EXPENDITURE DESCRIPTIONS				
Estimated hiring cost (base salary only) is \$68,000				
Classification	Amount	Frequency		Comment
		Recurring	One-Time	
Personnel Administrator	68,000	X		Annually
TOTAL				
OTHER BUDGETARY IMPACTS				

Town of Needham Performance Improvement Funding Request DSR-4		
Department – Division	Board of Selectmen/Town Manager	
Priority Request #	4	
Other Considerations	YES	NO
Does this request include Technology?	x	
If so, has it been approved by the Technology Center?		x
Will specialized training or licensing be required (beyond the initial funding)?		x
Will additional supplies or services be required if this request is funded?	x	
Are those costs currently provided for in your department's budget?		x
What is the estimated annual cost for supplies and services connected with the equipment? (current \$)	1,300	
If this request is funded will it produce new (additional) revenue for the Town?		x
If this request is not funded will Town revenues be negatively impacted?		x
Does this request address a documented health or safety issue (please explain)?		x
Explanation to Answers Above		
<p>This position would be benefit-eligible and would require FICA withholding, as well as office supplies, computer, etc</p>		

FY08 Department Spending Request

GENERAL GOVERNMENT

Town Clerk / Board of Registrars

Town of Needham Salary and Wage Summary DSR-2			
Department – Division		Town Clerk	
Account	Current Number of Funded Positions (not f.t.e.'s)	FY 2008 Number of Positions (not f.t.e.'s)	Amount
1. Salary and Wage Full Time Positions	4	4	123,921
2. Salary and Wage Part Time Positions	2	2	12,262
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)			
4. Salary and Wage Overtime (Itemized Below)			3,000
5. Other Salary and Wages (Itemized Below)			
TOTAL			139,183
Line 3 Seasonal and Temporary Positions			
Line 4 Overtime			
Covers additional hours worked for election preparation, elections, and various Town Meetings during the fiscal year.			3,000
Line 5 Other Salary and Wages			
Note: In line 1 and 2: The salary of the 4 full time + 2 P.T. Staff members are divided between the Town Clerk's Department (administration) and the Board of Registrars (Elections) Division. See Board of Registrars DSR-2			
SUB TOTAL			
*			

Town of Needham Salary and Wage Summary DSR-2			
Department – Division		Board of Registrars	
Account	Current Number of Funded Positions (not f.t.e.'s)	FY 2008 Number of Positions (not f.t.e.'s)	Amount
1. Salary and Wage Full Time Positions	4	4	75,789
2. Salary and Wage Part Time Positions	2	2	12,262
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)			20,600
4. Salary and Wage Overtime (Itemized Below)			0
5. Other Salary and Wages (Itemized Below)			1,635
TOTAL			110,286
Line 3 Seasonal and Temporary Positions			
There are 2 elections scheduled for FY2008.			
10 Wardens X \$150 = 1500, 10 clerks x \$150 = 1500 times 2			6,000
40 Inspectors x \$120 = \$4800 times 22			9,600
20 Relief x \$8.29 = \$166, Staff = \$650, other election expenses \$1184 times 2			4,000
Census follow-up \$1000			1,000
Line 4 Overtime			
Line 5 Other Salary and Wages			
The 3 Board of Registrars each receive a stipend Of \$545 per year			1,635
*			

Fiscal Year 2008 Proposed Budget

Town of Needham Expenditure Detail DSR-3			
Department – Division		Town Clerk	
Account	Description	Amount	Sub Total
Energy 5210			
Non-Energy Utilities 5230			
Repairs and Maintenance 5240	Typewriter Maintenance service (3) (\$300), Time Clock (\$150)	450	450
Rental and Leases 5270	Iron Mt. Storage (\$400+), P O Box 920663 (\$50+)	500	\$500
Other Property Related Services 5290		0	0
Professional and Technical 5300	Printing A.G. By-Laws \$300, Vitals 5 x \$275 = \$1375, Record Restoration = \$1000	3,000	3,000
Communications 5340	Annual Postage @ \$.39	1,600	1,600
Recreation 5350		0	0
Other Purchased Services 5380		0	0
A		Group Total	5,550
Energy Supplies 5410			
Office Supplies 5420	Dog tags/licenses \$550+, Misc. Supplies for general plus 2 elections	1,400	1,400
Building and Equipment Repair/Supplies 5430			0
Custodial Supplies 5450			0
Groundskeeping Supplies 5460			0
Vehicular Supplies 5480			0
Food and Service Supplies 5490			0
Medical Supplies 5500			0
Educational Supplies 5510			0
Public Works Supplies 5530			0
Other Supplies & Equipment 5580			0
Travel & Conferences 5710	3 MTCA (\$900), NEACTC (\$350), Salve \$850	2,100	2,100
Dues and Subscriptions 5730	Intntl. (\$105), NEACTC \$20, MTCA (\$200), Tri-county (\$25)	400	400
Other Expenses 5780	Town Clerk Annual Bond	100	100
B		Group Total	4,000
Capital Equipment Replacement 5850			
C		Group Total	
TOTAL			9,550

Fiscal Year 2008 Proposed Budget

Town of Needham Expenditure Detail DSR-3			
Department – Division		Board of Registrars	
Account	Description	Amount	Sub Total
Energy 5210			
Non-Energy Utilities 5230			
Repairs and Maintenance 5240	1 Wheelwriter (\$130+), 11 Accuvote Maintenance agreement x \$200 = \$2200	2,350	2,350
Rental and Leases 5270		0	0
Other Property Related Services 5290		0	0
Professional and Technical 5300	Printing Annual street List (\$2500), census forms (\$1,500), drop notices (\$900), warrants (2) \$300, program for 2 elections: Presidential Primary \$1400, and Town Election (\$2200 + print ballots 13,000 x .25 = \$3250	5,200 6000	5,200 7,000
Communications 5340	Census mailing \$3,500, Absentee mailings for 2 election (300+700 = 1000 x .63 = \$630, Confirmation Notices (\$400), Misc. \$200	4,700	4,730
Recreation 5350			
Other Purchased Services 5380			
A		Group Total	19,280
Energy Supplies 5410			
Office Supplies 5420	General Office Supplies (2 elections)	1,100	1,100
Building and Equipment Repair/Supplies 5430			0
Custodial Supplies 5450			0
Groundskeeping Supplies 5460			0
Vehicular Supplies 5480			0
Food and Service Supplies 5490			0
Medical Supplies 5500			0
Educational Supplies 5510			0
Public Works Supplies 5530			0
Other Supplies & Equipment 5580			0
Travel & Conferences 5710	Tri-County (2 dinner meetings)	200	200
Dues and Subscriptions			0
Other Expenses 5780	Election Coffee breaks (2 x ten precincts)	00	400
B		Group Total	1,700
Capital Equipment Replacement 5850			
C		Group Total	
TOTAL			20,980

FY08 Department Spending Request

GENERAL GOVERNMENT

Town Counsel

Town of Needham Salary and Wage Summary DSR-2			
Department – Division		Legal Department	
Account	Current Number of Funded Positions (not f.t.e.'s)	FY 2008 Number of Positions (not f.t.e.'s)	Amount
1. Salary and Wage Full Time Positions	0	0	
2. Salary and Wage Part Time Positions	1	1	65,355
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)			
4. Salary and Wage Overtime (Itemized Below)			
5. Other Salary and Wages (Itemized Below)			
TOTAL			65,355
Line 3 Seasonal and Temporary Positions			
Line 4 Overtime			
Line 5 Other Salary and Wages			

Town of Needham Expenditure Detail DSR-3			
Department – Division	Legal Department		
Account	Description	Amount	Sub Total
Energy 5210			
Non-Energy Utilities 5230			
Repairs and Maintenance 5240			
Rental and Leases 5270			
Other Property Related Services 5290			
Professional and Technical 5300	Legal and other related personal services.	190,000	190,000
Communications 5340			
Recreation 5350			
Other Purchased Services 5380			
A		Group Total	190,000
Energy Supplies 5410			
Office Supplies 5420			
Building and Equipment Repair/Supplies 5430			
Custodial Supplies 5450			
Groundskeeping Supplies 5460			
Vehicular Supplies 5480			
Food and Service Supplies 5490			
Medical Supplies 5500			
Educational Supplies 5510			
Public Works Supplies 5530			
Other Supplies & Equipment 5580			
Travel & Conferences 5710			
Dues and Subscriptions 5730	Law books and periodicals.	3,500	3,500
B		Group Total	3,500
Capital Equipment Replacement 5850			
C		Group Total	
TOTAL			193,500

FY08 Department Spending Request

GENERAL GOVERNMENT

Personnel Board

Town of Needham Expenditure Detail DSR-3			
Department/Division		Personnel Board	
Account	Description	Amount	Sub Total
Energy 5210			
Non-Energy Utilities 5230			
Repairs and Maintenance 5240			
Rental and Leases 5270			
Other Property Related Services 5290			
Professional and Technical 5300	Classifications and Compensation Studies	10,000	10,000
Communications 5340			
Recreation 5350			
Other Purchased Services 5380			
A		Group Total	10,000.
Energy Supplies 5410			
Office Supplies 5420			
Building and Equipment Repair/Supplies 5430			
Custodial Supplies 5450			
Groundskeeping Supplies 5460			
Vehicular Supplies 5480			
Food and Service Supplies 5490			
Medical Supplies 5500			
Educational Supplies 5510			
Public Works Supplies 5530			
Other Supplies & Equipment 5580			
Travel & Conferences 5710			
Dues and Subscriptions 5730			
B		Group Total	
Capital Equipment Replacement 5870			
C		Group Total	
TOTAL			10,000.

FY08 Department Spending Request

GENERAL GOVERNMENT

Finance Department

Town of Needham Salary and Wage Summary DSR-2			
Department – Division		Finance Department	
Account	Current Number of Funded Positions (not f.t.e.'s)	FY 2008 Number of Positions (not f.t.e.'s)	Amount
Salary and Wage Regular Positions	21	21	1,209,078
Salary and Wage Part-Time Positions (benefit)			
Salary and Wage Overtime			11,350
Other Salary and Wages			39,387
TOTAL			1,259,815
Overtime			
Accounting office overtime provision for hours for CY payroll reporting and processing, and FY end preparation work as needed			500
Assessing office overtime provision for additional hours preparing the tax roll and processing abatement and exemption applications within the statutory timeframe.			500
Collector and Treasurer offices overtime for seasonal demands e.g., RTS sticker sales extended hours; property tax due dates			2,000
Technology center overtime related to extended, evening callback or weekend work.			8,350
Other Salary and Wages			
Treasurer mail & coin processing part time staff average 18 per week for 52 weeks			15,771
Assistant parking clerk annual stipend serves in the absent of the hearing officer			1,500
Collector office customer service part time staff 365 hours and vacation coverage to keep office open 5 days per week			7,325
Parking clerk (hearing officer) average of 4 hearing nights per month 338 hours per year			5,822
Payment in lieu of vacation			4,969
Educational reimbursement – AC/AS/CT			4,000

Fiscal Year 2008 Proposed Budget

Town of Needham Expenditure Detail DSR-3			
Department/Division	Finance Department		
Account	Description	Amount	Sub Total
Energy			
Non-Energy Utilities			
Repairs and Maintenance	Hardware maintenance town Hardware maintenance public safety IBM Hardware maintenance public safety MDB Hardware maintenance other equipment Office equipment maintenance contracts e.g., small copier and fax machines, date & time stamp - AS Appraisal software and network maintenance contract - AS	10,652 5,758 8,813 16,134 2,400 3,600	 47,357
Rental and Leases	Software license town wide Software license public safety Software license ops & networks Software license GIS Software license permitting	78,955 41,586 28,277 6,396 10,500	 165,714
Other Property Related Services			
Professional and Technical 5300	Independent financial audits financial and internal controls; federal single audit; SSA; DOE compliance Valuation and taxpayer appeal related consulting services for land, commercial property, and personal property AS Parking ticket processing IT application consulting services Web page services Banking, lockbox, and service bureau fees CT Debt issuing costs not included in prior appropriations and paying agent fees, & MWPAT fees CT	53,550 25,000 9,610 20,000 35,000 50,200 24,400	 217,760
Communications 5340	Postage & copying AC Postage, copying, and cell telephones AS Postage, copying, mailing permit, postage machine fees, POB, and calling services CT Postage & copying FD Postage & copying PC Postage, copying, cell telephones and fax line services TC	500 3,000 63,300 500 1,295 4,000	 72,595
Recreation 5350			
Other Purchased Services 5380	Other Accounting Services MSBA filings AC Certified, Registry of Deeds, and Land Court Fees – AS Ambulance billing and processing services	5,120 1,500 26,200	

Fiscal Year 2008 Proposed Budget

Town of Needham Expenditure Detail DSR-3			
Department/Division		Finance Department	
Account	Description	Amount	Sub Total
	Services not otherwise covered by maintenance or license agreement TC	3,500	36,320
A	Group Total		539,746
Energy Supplies 5410			
Office Supplies	General supplies including pens, pencils, office equipment supplies, ink, folders, paper stock, binders, non-print envelopes, labels, etc. Office supplies and materials AC Office supplies and materials AS State Forms of List (Personal Property Info list) Income and Expense forms (Commercial/Industrial, Mixed Use and Apartments) and other assessing supplies— property cards and field equipment Office supplies and materials CT Office supplies and materials including budget and capital plan materials, risk insurance, procurement forms- FD Office supplies and materials - PC Office supplies and materials - TC	1,800 2,100 1,900 850 250 1,200	 8,100
Building and Equipment Repair/Supplies			
Custodial Supplies			
Grounds keeping Supplies			
Vehicular Supplies			
Food and Service Supplies			
Medical Supplies			
Educational Supplies			
Public Works Supplies			
Other Supplies & Equipment	Camera supplies - AS State forms for tax collections CT Parking forms, tags and tickets Standard computer supplies for ALL depts. forms, paper, ink toners-cartridges, etc – TC	750 2,500 3,250 65,000	 71,500
Travel & Conferences	Accountants annual conference, HUG conference, NEHUG annual training; employee educational reimbursement,- AC State and County Assessing Association meeting, conferences classes and tutorial courses including MAA designation and re-certification required courses for staff DOR - AS Required courses for Board of Assessor members. - AS In town vehicle use reimbursements for	4,300 4,175 750 825	

Fiscal Year 2008 Proposed Budget

Town of Needham Expenditure Detail DSR-3			
Department/Division		Finance Department	
Account	Description	Amount	Sub Total
	assessing related functions. - AS	2,500	
	Collector and Treasurer conferences and annual school, HTE regional and national conferences	1,440	
	State and professional related seminars and required travel for town business- FD		
	Information Systems training for ALL applications, employee educational reimbursement and required travel- TC	15,000	28,990
	Accounting related association dues - AC	650	
	Community Software Consortium - AS	1,500	
	Mass Association of Assessing Officers, Banker and Tradesman dues and subscription fees - AS	1,000	
Dues and Subscriptions	Collector and Treasurer Association dues; rating agencies reports, etc. – TC	600	
	Professional associations – FD	350	
	Network system, GIS dues and subscriptions - TC	500	
			4,600
Other Expenditures	Collector & Treasurer bonds	1,900	1,900
B		Group Total	115,090
Capital Equipment Replacement 5850	Technology equipment replacement	20,000	20,000
C		Group Total	20,000
TOTAL			674,836

Town of Needham Performance Improvement Funding Request DSR-4				
Department – Division	Finance Department – Accounting, Assessing, Collector & Treasurer, and Office of the Parking Clerk Divisions			
Priority Request #	1			
PURPOSE OF THE REQUEST				
<p>Cost for Outside Storage/Records Management Company (repeat request) - This is the third year for this request. Due to the lack of storage space, the finance offices are piling up with records of prior years. This continues despite changes in the layout of the offices, additional shelving added in hallways and other office space. The Commonwealth requires the department to retain certain records for a minimum of seven years, and other records such as contracts and payroll records in the Accounting office for a longer period of time, and some indefinitely. The Accounting, Assessing and Collector/Treasurer Offices must retain daily activity work for several years and other collection records indefinitely. Unless the town provides an adequate place to store these records safely, as well as to be readily accessed, the only viable option is use of an outside company. In doing a bit of research, there are several firms that offer storage for the accounting, finance and treasurer records.</p>				
EXPECTED RESULTS				
<p>Better organization and improved security of town records that are required to be retained for a number of years or permanently.</p>				
EXPENDITURE DESCRIPTIONS				
<p>The annual cost is estimated to be \$12,000 which would include storage, pick-up and retrieval of the records.</p>				
Classification	Amount	Frequency		Comment
		Recurring	One-Time	
Services & Expenses	12,000	X		
TOTAL	12,000			
OTHER BUDGETARY IMPACTS				
<p>Unless changes are made to State law and regulation related to record retention and method of storage, this expense would continue to increase as the volume of documentation increases.</p>				

FY08 Department Spending Request

GENERAL GOVERNMENT

Finance Committee

Town of Needham Salary and Wage Summary DSR-2			
Department – Division	Finance Committee		
Account	Current Number of Funded Positions (not f.t.e.'s)	FY 2008 Number of Positions (not f.t.e.'s)	Amount
1. Salary and Wage Full Time Positions			
2. Salary and Wage Part Time Positions	1	1	27,851
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)			
4. Salary and Wage Overtime (Itemized Below)			
5. Other Salary and Wages (Itemized Below)			
TOTAL			27,851
Line 3 Seasonal and Temporary Positions			
Line 4 Overtime			
Line 5 Other Salary and Wages			

Fiscal Year 2008 Proposed Budget

Town of Needham Expenditure Detail DSR-3			
Department – Division		Finance Committee	
Account	Description	Amount	Sub Total
Energy 5210			
Non-Energy Utilities 5230			
Repairs and Maintenance 5240			
Rental and Leases 5270			
Other Property Related Services 5290			
Professional and Technical 5300			
Communications 5340		125	125
Recreation 5350			
Other Purchased Services 5380			
A		Group Total	125
Energy Supplies 5410			
Office Supplies 5420		150	150
Building and Equipment Repair/Supplies 5430			
Custodial Supplies 5450			
Groundskeeping Supplies 5460			
Vehicular Supplies 5480			
Food and Service Supplies 5490			
Medical Supplies 5500			
Educational Supplies 5510			
Public Works Supplies 5530			
Other Supplies & Equipment 5580			
Travel & Conferences 5710		50	50
Dues and Subscriptions 5730		325	325
B		Group Total	525
Capital Equipment Replacement 5850			
C		Group Total	
TOTAL			650

FY08 Department Spending Request

LAND USE AND DEVELOPMENT

Planning Board

Town of Needham Salary and Wage Summary DSR-2			
Department – Division	Planning Department		
Account	Current Number of Funded Positions (not f.t.e.'s)	FY 2008 Number of Positions (not f.t.e.'s)	Amount
1. Salary and Wage Full Time Positions	2	2	125,249
2. Salary and Wage Part Time Positions	1	1	21,988
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)			4,672
4. Salary and Wage Overtime (Itemized Below)			
5. Other Salary and Wages (Itemized Below)			6,021
TOTAL			157,930
Line 3 Seasonal and Temporary Positions			
Recording Secretary			6,021
Intern			4,672
Line 4 Overtime			
Line 5 Other Salary and Wages			

Fiscal Year 2008 Proposed Budget

Town of Needham Expenditure Detail DSR-3			
Department – Division		Planning Department	
Account	Description	Amount	Sub Total
Energy 5210			
Non-Energy Utilities 5230			
Repairs and Maintenance 5240			
Rental and Leases 5270			
Other Property Related Services 5290			
Professional and Technical 5300	Publishing Costs: Zoning By-Law, Subdivision Regulations, Zoning Map, Planning Studies	3,500	3,500
Communications 5340	Statutory Legal Notices and Postage	3,650	3,650
Recreation 5350			
Other Purchased Services			
A		Group Total	7,150
Energy Supplies			
Office Supplies 5420		2,000	2,000
Building and Equipment Repair/Supplies 5430			
Custodial Supplies 5450			
Groundskeeping Supplies 5460			
Vehicular Supplies 5480			
Food and Service Supplies 5490			
Medical Supplies 5500			
Educational Supplies 5510			
Public Works Supplies			
Other Supplies & Equipment			
Travel & Conferences 5710	American Planning Association (Regional) Annual Conference and Misc. State and University Sponsored Conferences	850	850
Dues and Subscriptions	Dues: American Planning Association and Massachusetts Federation of Planning Boards And Boards of Appeal. Subscriptions: Zoning Bulletin, New Urban News, and Massachusetts Zoning Manual	1,060	1,060
B		Group Total	3,910
Capital Equipment			
C		Group Total	
TOTAL			\$11,060

Town of Needham Performance Improvement Funding Request DSR-4				
Department – Division		Planning Board		
Priority Request #		1		
PURPOSE OF THE REQUEST				
<p>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 new position would require an anticipated expenditure of \$54,759 plus benefits.</p>				
EXPECTED RESULTS				
<p>The Economic Development Coordinator provides professional, technical and administrative work in support of economic development efforts for the Town of Needham. It is anticipated that this person will play a key role in implementing the recommendations contained within the comprehensive plan currently being developed for the Needham Center Business District, the Chestnut Street Business District, and the Highland Avenue Business District. This plan will articulate Needham’s vision for its Center area and will identify the steps necessary to achieve it. The economic development potential for Needham’s Center area is great but is limited by a lack of a cohesive vision for the future and the coordinated decision-making that would follow from that vision. The Needham Center area plan will include an economic development and implementation strategy presented as a sequence of actions to be taken by the Town to secure the areas revitalization with recommendations for 1) early action projects, 2) 5-year improvements, and 3) full build-out of the comprehensive plan for the study area. The professional skills and services of a full-time Economic Development Coordinator are critical to effective implementation of the recommended actions and to ensuring that Needham is well positioned to take advantage of state grants targeted toward the plan’s anticipated smart growth initiatives.</p>				
EXPENDITURE DESCRIPTIONS				
<p>Should the Planning Board be successful in this effort, the costs associated with this conversion would be added to the Board’s fiscal year 2008 salary account. It is anticipated that \$32,771 additional dollars plus benefits would be required over the present part-time allocation of \$21,988 to fund this position during fiscal year 2008.</p>				
Classification	Amount	Frequency		Comment
		Recurring	One-Time	
TR-4	32,771	X		
TOTAL				
OTHER BUDGETARY IMPACTS				
Other Considerations		YES	NO	
Does this request include Technology?			X	
If so, has it been approved by the Technology Center?				
Will specialized training or licensing be required (beyond the initial funding)?			X	
Will additional supplies or services be required if this request is funded?			X	
Are those costs currently provided for in your department’s budget?				
What is the estimated annual cost for supplies and services connected with the equipment?				
If this request is funded will it produce new (additional) revenue for the Town?		X		
If this request is not funded will Town revenues be negatively impacted?			X	

Town of Needham Performance Improvement Funding Request DSR-4		
Department – Division	Planning Board	
Priority Request #	1	
Does this request address a documented health or safety issue (please explain)?		X
Explanation to Answers Above		
<p>Currently the state is funding initiatives in communities that advance smart growth principles. It is anticipated that a number of the initiatives recommended for the Needham Center area will be eligible for such state assistance and that the Economic Development Coordinator will be able to pursue such resources on behalf of the Town.</p>		

Town of Needham Performance Improvement Funding Request DSR-4					
Department – Division		Planning Board			
Priority Request #		2			
PURPOSE OF THE REQUEST					
The Planning Board is seeking the approval of the Town Manager to add the position of Administrative Assistant in Planning as recommended in the Permit Streamlining study.					
EXPECTED RESULTS					
The Administrative Assistant in Planning would serve as the primary staff person responsible for providing comprehensive administrative and secretarial services for the Planning Department, including customer service, secretarial responsibilities, office administration and bookkeeping functions and support to the Planning Board. Presently, the Assistant Planner performs these duties in addition to her regular professional planning responsibilities. The addition of this new staff person will enable the professionally trained staff in the planning department to focus their attention solely on the permitting and planning function of the department.					
EXPENDITURE DESCRIPTIONS					
Should the Planning Board be successful in this effort, the costs associated with this additional staff position would 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 during its first year. Additional costs would include benefits, a computer and a desk.					
Classification	Amount	Frequency		Comment	
		Recurring	One-Time		
TS-3	35,000	X			
TOTAL					
OTHER BUDGETARY IMPACTS					
Other Considerations				YES	NO
Does this request include Technology?					X
If so, has it been approved by the Technology Center?					
Will specialized training or licensing be required (beyond the initial funding)?					X
Will additional supplies or services be required if this request is funded?					X
Are those costs currently provided for in your department's budget?					
What is the estimated annual cost for supplies and services connected with the equipment?					
If this request is funded will it produce new (additional) revenue for the Town?					X
If this request is not funded will Town revenues be negatively impacted?					X
Does this request address a documented health or safety issue (please explain)?					X

Town of Needham Performance Improvement Funding Request DSR-4				
Department – Division		Planning Board		
Priority Request #		3		
PURPOSE OF THE REQUEST				
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.				
EXPECTED RESULTS				
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.				
EXPENDITURE DESCRIPTIONS				
Classification	Amount	Frequency		Comment
		Recurring	One-Time	
Expenses	3,500	X		
TOTAL				
OTHER BUDGETARY IMPACTS				
Other Considerations			YES	NO
Does this request include Technology?				X
If so, has it been approved by the Technology Center?				
Will specialized training or licensing be required (beyond the initial funding)?				X
Will additional supplies or services be required if this request is funded?				X
Are those costs currently provided for in your department’s budget?				
What is the estimated annual cost for supplies and services connected with the equipment?				
If this request is funded will it produce new (additional) revenue for the Town?				X
If this request is not funded will Town revenues be negatively impacted?				X
Does this request address a documented health or safety issue (please explain)?				X

FY08 Department Spending Request

LAND USE AND DEVELOPMENT

Conservation Commission

Fiscal Year 2008 Proposed Budget

Town of Needham Expenditure Detail DSR-3			
Department/Division		Conservation Department	
Account	Description	Amount	Sub Total
Energy 5210			
Non-Energy Utilities 5230			
Repairs and Maintenance 5240			
Rental and Leases 5270			
Other Property Related Services 5290			
Professional and Technical 5300	Consultants (environmental assessments; enforcement; appeals)	1,350	1,350
Communications 5340	Blackberry (90/month x 12 months) Postage	1,080 720	1,800
Recreation 5350			
Other Purchased Services 5380			
A		Group Total	3,150
Energy Supplies 5410			
Office Supplies 5420		450	450
Building and Equipment Repair/Supplies 5430			
Custodial Supplies 5450			
Groundskeeping Supplies 5460			
Vehicular Supplies 5480			
Food and Service Supplies 5490			
Medical Supplies 5500			
Educational Supplies 5510			
Public Works Supplies 5530			
Other Supplies & Equipment 5580			
Travel & Conferences 5710	Mileage (avg. 103 miles / mo. x 12 mos. @ .405 per mile Workshops (8 workshops @ 80)	500 640	1,140
Dues and Subscriptions 5730	MACC membership	425	425
B		Group Total	2,015
Capital Equipment Replacement 5870			
C		Group Total	
TOTAL			5,165

Town of Needham Performance Improvement Funding Request DSR-4				
Department – Division	Conservation Department			
Priority Request #	1			
PURPOSE OF THE REQUEST				
To fund a full-time administrative/clerical staff person for the Conservation Department out of the operating budget.				
EXPECTED RESULTS				
<p>The Conservation Office is currently staffed four hours per day, five days a week. Increasing the hours of the Conservation Clerk would allow the office to be open full-time. In addition, the workload currently exceeds the hours allotted for Conservation employees. There are several areas where increased hours would facilitate improvements to Departmental operations, including (but not limited to) the following examples:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Govern Software: Given the complexity of the Govern software, the Conservation Clerk currently uses the system only for processing filing fees. With additional time to learn and subsequently use the system (including the Crystal Reports function) the Department could use and provide data that would be helpful throughout the permitting process. <input type="checkbox"/> Navaline: The Conservation Officer is currently responsible for processing bills on the HTE system. If hours for the Clerk were increased, she could assume this responsibility. <input type="checkbox"/> Permit Tracking: Permits issued by the Commission are generally valid for three years. Failure to close a permit (through the Certificate of Compliance process) results in a cloud on the property title. While this does not technically impact the functioning of the Department, the Commission would prefer to follow up with applicants to ensure that projects are completed and properly closed. 				
EXPENDITURE DESCRIPTIONS				
Conservation Clerk – additional 17.5 hours per week @ 16.02 per hour				
Classification	Amount	Frequency		Comment
		Recurring	One-Time	
Salary & Wage	14,635	X		
TOTAL	14,635			

Town of Needham Performance Improvement Funding Request DSR-4				
Department – Division	Conservation Department			
Priority Request #	2			
PURPOSE OF THE REQUEST				
To increase the hours of the Conservation Officer to full-time				
EXPECTED RESULTS				
The Conservation Officer routinely works more than the 27 hours per week that are currently budgeted; increasing the number of hours that are allotted to this position would fund the hours that are already being worked. Making the position full-time would allow the Conservation Officer to provide more comprehensive assistance to both the Commission and the regulated community, and would permit time to work on land management and other activities that often get overlooked due to the volume of permitting-related tasks.				
EXPENDITURE DESCRIPTIONS				
Additional 10.5 hours / week at 27.07 / hour				
Classification	Amount	Frequency		Comment
		Recurring	One-Time	
Salary & Wage	14,837	X		
TOTAL	14,837			

Town of Needham Performance Improvement Funding Request DSR-4				
Department – Division	Conservation Department			
Priority Request #	3			
PURPOSE OF THE REQUEST				
To increase the Professional/Technical assistance budget by 2,650.				
EXPECTED RESULTS				
The Conservation Commission is in the position of needing outside technical assistance from time to time on enforcement matters or in defending appeals of 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 consultants to assist in a single enforcement matter). An increase in this account (to a total of 4,000) would cover approximately two average appeals or enforcement cases.				
EXPENDITURE DESCRIPTIONS				
To fund an additional 17-20 hours of consultant time at an average rate of 125 to 150 / hour.				
Classification	Amount	Frequency		Comment
		Recurring	One-Time	
Services & Expenses	2,650	X		
TOTAL	2,650			

Town of Needham Performance Improvement Funding Request DSR-4				
Department – Division		Conservation Department		
Priority Request #		4		
PURPOSE OF THE REQUEST				
To increase the funds allotted for workshops by 1,040				
EXPECTED RESULTS				
<p>Current funding for workshops allows members of the Commission and one staff person to attend a single workshop each year – typically one of the two major conferences offered by the Massachusetts Association of Conservation Commissions (MACC). The Commission is seeking a 1,040 increase to cover the cost of workshops for two primary purposes:</p> <ol style="list-style-type: none"> 1. Additional training is needed for new members of the Conservation Commission. One new member was appointed in September of 2006, and up to two vacancies are possible in June of 2007. For the Commission to function effectively, it is important that members understand the role of the Conservation Commission as well as the regulations they are charged with administering and enforcing. In addition, the Conservation Clerk has expressed an interest in training if funding is provided, a prospect that will make her even more of an asset to the regulated community with whom she regularly interacts. 2. Additional funding of this account will also cover costs for advanced training for more experienced Commissioners and the Conservation Officer on subjects such as wetland delineation, land management, stormwater management, etc. Several workshops are offered on these topics by MACC, the Association of Massachusetts Wetlands Scientists, governmental organizations and private corporations. 				
EXPENDITURE DESCRIPTIONS				
<p>12 training workshops (for up to 3 new Commissioners and one staff person) at 45 / course 4 advanced workshops for experienced Commissioners and staff at 125 / course</p>				
Classification	Amount	Frequency		Comment
		Recurring	One-Time	
Services & Expenses	1,040	X		
TOTAL	1,040			

FY08 Department Spending Request

LAND USE AND DEVELOPMENT

Board of Appeals

Town of Needham Salary and Wage Summary DSR-2			
Department – Division	Board of Appeals		
Account	Current Number of Funded Positions (not f.t.e.'s)	FY 2008 Number of Positions (not f.t.e.'s)	Amount
1. Salary and Wage Full Time Positions			
2. Salary and Wage Part Time Positions	1	1	22,291
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)			
4. Salary and Wage Overtime (Itemized Below)			
5. Other Salary and Wages (Itemized Below)			
TOTAL			22,291
Line 3 Seasonal and Temporary Positions			
Line 4 Overtime			
Line 5 Other Salary and Wages			

Town of Needham Expenditure Detail DSR-3			
Department/Division		Board of Appeals	
Account	Description	Amount	Sub Total
Energy 5210			
Non-Energy Utilities 5230			
Repairs and Maintenance 5240			
Rental and Leases 5270			
Other Property Related Services 5290			
Professional and Technical 5300			
Communications 5340			3,040
Recreation 5350			
Other Purchased Services 5380			
A		Group Total	3,040
Energy Supplies 5410			
Office Supplies 5420			170
Building and Equipment Repair/Supplies 5430			
Custodial Supplies 5450			
Groundskeeping Supplies 5460			
Vehicular Supplies 5480			
Food and Service Supplies 5490			
Medical Supplies 5500			
Educational Supplies 5510			
Public Works Supplies 5530			
Other Supplies & Equipment 5580			
Travel & Conferences 5710			80
Dues and Subscriptions 5730			
B		Group Total	250
Capital Equipment Replacement 5870			
C		Group Total	
TOTAL			3,290

FY08 Department Spending Request

PUBLIC SAFETY

Police Department

Town of Needham Salary and Wage Summary DSR-2			
Department – Division	Police Department		
Account	Current Number of Funded Positions (not f.t.e.'s)	FY 2008 Number of Positions (not f.t.e.'s)	Amount
1. Salary and Wage Full Time Positions	58	58	3,332,474
2. Salary and Wage Part Time Positions	--	--	
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)			
4. Salary and Wage Overtime (Itemized Below)			451,160
5. Other Salary and Wages (Itemized Below)			392,352
TOTAL			4,175,986
Line 3 Seasonal and Temporary Positions			
Line 4 Overtime			
Shift Vacancies, Court, Emergencies, Investigations			142,897
Vacation Shift filling			298,263
Elections - Polls			10,000
Line 5 Other Salary and Wages			
	--	--	
Holiday Pay (CBA)	--	--	194,599
In-Service Training (CBA)	--	--	114,864
School Crossing Guards	13	13	82,889
SUB TOTAL			843,512

Fiscal Year 2008 Proposed Budget

Town of Needham Expenditure Detail DSR-3			
Department – Division		Police Department	
Account	Description	Amount	Sub Total
Repairs and Maintenance 5240	Vehicles, Inspections, Photocopier, CJIS, Unisys, Motorola, Radios, Car Wash		45,941
Rental and Leases 5270	TTDY Phone, Pagers, PO Box, ID Kit, Unisys		3220
Other Property Related Services 5290			
Professional and Technical 5300	Digital Services		800
Communications 5340	Landlines, Facsimile, Cell phones, MDT's, Dedicated Radio Repeater lines, Caller ID		18,720
Recreation 5350			
Other Purchased Services 5380	Veterinary Services, Crematorium, Towing, Firing Range Rental		7,500
A		Group Total	76,181
Energy Supplies 5410			
Office Supplies 5420	Office supplies, copying and printing, ink, crayons, outreach programs	7,200	7,200
Building and Equipment Repair/Supplies 5430			
Custodial Supplies 5450			
Groundskeeping Supplies 5460			
Vehicular Supplies 5480	Tires, Batteries, Access, Antifreeze, Auto parts, Gasoline, Oil & Lubricants	14,326 68,160	82,486
Food and Service Supplies 5490			
Medical Supplies 5500	Cruiser & Medical supplies, Ambu bags, Protective gloves & masks	1,500	1,500
Other Supplies & Equipment 5580	Training materials, Animal Control supplies, Bottled water, Flares, Radio, Radar & Defibrillator Batteries, Evidence purchases, Linens, Intox. Supplies Uniform supplies, Rifles, Photocopier	21,834 56,576 1,658 5,450	85,518
Travel & Conferences 5710	Training & Mileage	12,377	12,377
Dues and Subscriptions 5730	Professional affiliations	5,815	5,815
Other Expenses 5780	Ammunition, Targets, Other	12,292	12,292
B		Group Total	207,188
Capital Equipment	Six Cruisers: Five marked, One unmarked		165,832
C		Group Total	165,832
TOTAL			449,201

FY08 Department Spending Request

PUBLIC SAFETY

Fire Department

Town of Needham Salary and Wage Summary DSR-2			
Department – Division	Fire Department		
Account	Current Number of Funded Positions (not f.t.e.'s)	FY 2008 Number of Positions (not f.t.e.'s)	Amount
1. Salary and Wage Full Time Positions	74	74	4,412,798
2. Salary and Wage Part Time Positions			
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)			
4. Salary and Wage Overtime (Itemized Below)			657,603
5. Other Salary and Wages (Itemized Below)			40,008
TOTAL			5,110,409
Line 3 Seasonal and Temporary Positions			
Line 4 Overtime			
Fire Administration Overtime			70,000
Fire Protection Overtime			365,500
Fire Prevention Overtime			9,500
Fire Alarm Overtime			10,000
Fire Civilian Dispatch Overtime			27,236
OVERTIME			
TOTAL			482,236
Line 5 Other Salary and Wages			
Fire Administration In-Service Training			23,158
Fire Protection In-Service Training			144,901
Fire Prevention In-Service Training			7,308
IN-SERVICE			
TOTAL			175,367
Fire Civilian Dispatch Holiday Pay			11,470
Working Out of Grade			3,800
Administrative Office Coverage			1,238
Director, Emergency Management Stipend			2,000
Ass't Dir, Emergency Management Stipend			1,500
Town Manager/Fin Com approved			20,000
OTHER TOTALS			40,008
SUB TOTAL			697,611

Fiscal Year 2008 Proposed Budget

Town of Needham Expenditure Detail DSR-3			
Department – Division		Fire Administration	
Account	Description	Amount	Sub Total
Energy 5210			
Non-Energy Utilities 5230			
Repairs and Maintenance 5240	Copier maintenance contract	675	675
Rental and Leases 5270			
Other Property Related Services 5290			
Professional and Technical 5300	Includes, but is not limited to: film processing, tailoring, printing, forms, pocket work calendars, and miscellaneous expenses	1,700	1,700
Communications 5340	Phones, cell phones, pagers, blackberry, stamps and advertising	9,285	9,285
Recreation 5350			
Other Purchased Services 5380			
A		Group Total	11,660
Energy Supplies 5410			
Office Supplies 5420	Includes, but is not limited to: stationary, envelopes, copy paper, pens, pencils, paperclips, etc.	3,100	3,100
Building and Equipment Repair/Supplies 5430			
Custodial Supplies 5450			
Grounds keeping Supplies 5460			
Vehicular Supplies 5480			
Food and Service Supplies 5490			
Medical Supplies 5500			
Educational Supplies 5510			
Public Works Supplies 5530			
Other Supplies & Equipment 5580	Uniforms, flags, miscellaneous	3,500	3,500
Travel & Conferences 5710	Monthly Metro Fire meetings, monthly Fire Chief's MA meetings, Norfolk Fire meetings, Chief's conference travel (i.e., Fire Rescue International, FCAM Conference, Professional Development Seminars, etc.)	3,322	3,322
Dues and Subscriptions 5730	Dues include Norfolk County Chief's Association, NE Association of Fire Chiefs, Fire Chiefs' Association of MA, IAFC Membership for Chief and 5 Deputy Fire Chiefs, and the Fire Safety Officers Association. Subscriptions include Firehouse Magazine, 1 st Responder Newspaper, and Legal Briefings.	1,570	1,570

Fiscal Year 2008 Proposed Budget

Town of Needham Expenditure Detail DSR-3			
Department – Division		Fire Administration	
Account	Description	Amount	Sub Total
B		Group Total	11,492
Capital Equipment Replacement 5850			
C		Group Total	
TOTAL			23,152

Fiscal Year 2008 Proposed Budget

Town of Needham Expenditure Detail DSR-3			
Department – Division		Fire Protection	
Account	Description	Amount	Sub Total
Energy 5210			
Non-Energy Utilities 5230			
Repairs and Maintenance 5240	Includes, but is not limited to: testing of self-contained breathing apparatus, air compressor maintenance contract, annual testing of CO monitors, FF equipment repairs, and gym equipment repairs	3,405	3,405
Rental and Leases 5270			
Other Property Related Services 5290			
Professional and Technical 5300	Includes, but is not limited to: Haz-Mat Shared vehicle, recharge fire extinguishers, cleaning of gear, and tailoring	1,225	1,225
Communications 5340			
Recreation 5350			
Other Purchased Services			
A		Group Total	4,630
Energy Supplies 5410			
Office Supplies 5420			
Building and Equipment Repair/Supplies 5430			
Custodial Supplies 5450			
Grounds keeping Supplies 5460			
Vehicular Supplies 5480			
Food and Service Supplies			
Medical Supplies 5500			
Educational Supplies 5510			
Public Works Supplies			
Other Supplies & Equipment 5580	FF Supplies (i.e., PAS devices, hose, tools, etc.) FF Uniforms (i.e., work pants, shirts, shoes, etc.)	34,100 30,370	64,470
Travel & Conferences 5710	Firefighters attendance at approved seminars	300	300
Dues and Subscriptions 5730	Metro Fire Haz-Mat team member dues	75	75
B		Group Total	64,845
Capital Equipment Replacement 5850			
C		Group Total	
TOTAL			69,475

Fiscal Year 2008 Proposed Budget

Town of Needham Expenditure Detail DSR-3			
Department – Division		Fire Prevention	
Account	Description	Amount	Sub Total
Energy 5210			
Non-Energy Utilities 5230			
Repairs and Maintenance 5240			
Rental and Leases 5270			
Other Property Related Services 5290			
Professional and Technical 5300	Photo processing, tailoring, and miscellaneous	235	235
Communications 5340			
Recreation 5350			
Other Purchased Services 5380			
A		Group Total	235
Energy Supplies 5410			
Office Supplies 5420	Inspection permits and certificates of compliance forms, and general supplies	400	400
Building and Equipment Repair/Supplies 5430			
Custodial Supplies 5450			
Groundskeeping Supplies			
Vehicular Supplies 5480			
Food and Service Supplies			
Medical Supplies 5500			
Educational Supplies 5510			
Public Works Supplies			
Other Supplies & Equipment	Includes, but is not limited to: fire prevention supplies, uniforms, digital memory cards and photo processing supplies, NFPA codes on-line plastic fire chiefs hats, coloring books, and crayons	4,255	4,255
Travel & Conferences	Fire Prevention Monthly Meetings Fire Prevention Annual Conference	720 500	1,220
Dues and Subscriptions	Fire Prevention Association and the NE Association of Fire Marshals	120	120
B		Group Total	5,995
Capital Equipment Replacement 5850			
C		Group Total	
TOTAL			6,230

Fiscal Year 2008 Proposed Budget

Town of Needham Expenditure Detail DSR-3			
Department – Division		Vehicle Maintenance	
Account	Description	Amount	Sub Total
Energy 5210			
Non-Energy Utilities 5230			
Repairs and Maintenance 5240	Includes, but is not limited to: towing, motor/chassis repair, pump/aerial service, electronic service, parts washer maintenance contract, tire/brake service, and miscellaneous (i.e., lettering, antenna mounting, insurance deductibles, etc.)	27,610	27,610
Rental and Leases 5270	Acetylene tank rental	225	225
Other Property Related Services 5290			
Professional and Technical 5300			
Communications 5340			
Recreation 5350			
Other Purchased Services 5380			
A		Group Total	27,835
Energy Supplies 5410			
Office Supplies 5420			
Building and Equipment Repair/Supplies 5430			
Custodial Supplies 5450			
Grounds keeping Supplies 5460			
Vehicular Supplies 5480	Includes, but is not limited to: fuel (regular/diesel), fluids, vehicle parts and maintenance supplies, lighting, and miscellaneous supplies	43,000	43,000
Food and Service Supplies 5490			
Medical Supplies 5500			
Educational Supplies 5510			
Public Works Supplies			
Other Supplies & Equipment 5580			
Travel & Conferences 5710			
Dues and Subscriptions			
B		Group Total	43,000
Capital Equipment			
C		Group Total	
TOTAL			70,835

Fiscal Year 2008 Proposed Budget

Town of Needham Expenditure Detail DSR-3			
Department – Division		Emergency Medical Services	
Account		Amount	Sub Total
Energy 5210			
Non-Energy Utilities 5230			
Repairs and Maintenance 5240			
Rental and Leases 5270			
Other Property Related Services 5290			
Professional and Technical 5300	Includes, but is not limited to: Food & Drug Administration license, ALS Ambulance license, ALS Ambulance recertification, EMT/Paramedic Recertification, EMT Refresher training, Paramedic Refresher training, and medical cylinders refilled	14,140	
Communications 5340			14,140
Recreation 5350			
Other Purchased Services 5380			
A		Group Total	14,140
Energy Supplies 5410			
Office Supplies 5420	Ambulance report forms and general supplies	1,000	1,000
Building and Equipment Repair/Supplies 5430			
Custodial Supplies 5450			
Grounds keeping Supplies 5460			
Vehicular Supplies 5480			
Food and Service Supplies 5490			
Medical Supplies 5500	All medical supplies	23,675	23,675
Educational Supplies 5510			
Public Works Supplies 5530			
Other Supplies & Equipment 5580	Updates to policies, procedures and regulations	400	400
Travel & Conferences 5710			
Dues and Subscriptions			
B		Group Total	25,075
Capital Equipment Replacement 5850			
C		Group Total	
TOTAL			39,215

Town of Needham Expenditure Detail DSR-3			
Department – Division		Fire Alarm	
Account	Description	Amount	Sub Total
Energy 5210			
Non-Energy Utilities 5230			
Repairs and Maintenance 5240	Radio maintenance contract and mobile communication device repairs	5,230	5,230
Rental and Leases 5270			
Other Property Related Services 5290			
Professional and Technical 5300	Police details and IMSA certification renewal	1,500	1,500
Communications 5340			
Recreation 5350			
Other Purchased Services 5380			
A		Group Total	6,730
Energy Supplies 5410			
Office Supplies 5420			
Building and Equipment Repair/Supplies 5430			
Custodial Supplies 5450			
Grounds keeping Supplies 5460			
Vehicular Supplies 5480			
Food and Service Supplies 5490			
Medical Supplies 5500			
Educational Supplies 5510			
Public Works Supplies 5530			
Other Supplies & Equipment 5580	Includes, but is not limited to: municipal fire alarm supplies, cable, communication upgrades, and uniforms	7,460	7,460
Travel & Conferences 5710	IMSA Conference	500	500
Dues and Subscriptions 5730	Metro Fire, IMSA and Building News	2,635	2,635
B		Group Total	10,595
Capital Equipment			
C		Group Total	
TOTAL			17,325

Fiscal Year 2008 Proposed Budget

Town of Needham Expenditure Detail DSR-3			
Department – Division		Fire Training	
Account	Description	Amount	Sub Total
Energy 5210			
Non-Energy Utilities 5230			
Repairs and Maintenance 5240			
Rental and Leases 5270			
Other Property Related Services 5290			
Professional and Technical 5300	Instructor fees	4,500	4,500
Communications 5340			
Recreation 5350			
Other Purchased Services 5380			
A		Group Total	4,500
Energy Supplies 5410			
Office Supplies 5420			
Building and Equipment Repair/Supplies 5430			
Custodial Supplies 5450			
Grounds keeping Supplies 5460			
Vehicular Supplies 5480			
Food and Service Supplies 5490			
Medical Supplies 5500			
Educational Supplies 5510			
Public Works Supplies 5530			
Other Supplies & Equipment 5580	Training materials	1,650	1,650
Travel & Conferences 5710			
Dues and Subscriptions 5730			
B		Group Total	1,650
Capital Equipment Replacement 5850			
C		Group Total	
TOTAL			6,150

Town of Needham Expenditure Detail DSR-3			
Department – Division		Emergency Management	
Account	Description	Amount	Sub Total
Energy 5210			
Non-Energy Utilities 5230			
Repairs and Maintenance 5240	General equipment repair	300	300
Rental and Leases 5270			
Other Property Related Services 5290			
Professional and Technical 5300	Training of volunteers, printing and 2 nd year costs associated with the Emergency Notification System	9,430	9,430
Communications 5340	Phones, stamps, advertising	800	800
Recreation 5350			
Other Purchased Services 5380			
A		Group Total	10,530
Energy Supplies 5410			
Office Supplies 5420	General office supplies	600	600
Building and Equipment Repair/Supplies 5430			
Custodial Supplies 5450			
Grounds keeping Supplies 5460			
Vehicular Supplies 5480			
Food and Service Supplies 5490			
Medical Supplies 5500			
Educational Supplies 5510			
Public Works Supplies 5530			
Other Supplies & Equipment 5580	Shelter supplies, clothing, informational calendars, brochures, and educational materials	1,525	1,525
Travel & Conferences 5710	Toolbox Seminar	190	190
Dues and Subscriptions 5730	American Civil Defense Association and the International Association of Emergency Managers	210	210
B		Group Total	2,525
Capital Equipment Replacement 5850			
C		Group Total	
TOTAL			13,055

Fiscal Year 2008 Proposed Budget

Town of Needham Expenditure Detail DSR-3			
Department – Division		Fire Civilian Dispatch	
Account	Description	Amount	Sub Total
Energy 5210			
Non-Energy Utilities 5230			
Repairs and Maintenance 5240			
Rental and Leases 5270			
Other Property Related Services 5290			
Professional and Technical 5300	Tailoring, printing and laminating	200	200
Communications 5340			
Recreation 5350			
Other Purchased Services 5380			
A		Group Total	200
Energy Supplies 5410			
Office Supplies 5420	General office supplies	300	300
Building and Equipment Repair/Supplies 5430			
Custodial Supplies 5450			
Grounds keeping Supplies 5460			
Vehicular Supplies 5480			
Food and Service Supplies 5490			
Medical Supplies 5500			
Educational Supplies 5510			
Public Works Supplies 5530			
Other Supplies & Equipment 5580	Uniforms	2,450	2,450
Travel & Conferences 5710			
Dues and Subscriptions 5730			
B		Group Total	2,750
Capital Equipment Replacement 5850			
C		Group Total	
TOTAL			2,950

Town of Needham Performance Improvement Funding Request DSR-4				
Department – Division		Fire Department-Fire Alarm Division		
Priority Request		1		
PURPOSE OF THE REQUEST				
To hire an outside contractor to provide necessary assistance in the transferring/replacing of fire alarm cable on the telephone poles that were upgraded by Verizon three years ago. Once the poles are moved, there is a tiered response that must take place in order to successfully move all the wires. Nstar must move their wires first, then the Fire Department, with RCN, Comcast, and Verizon following suit.				
EXPECTED RESULTS				
The hiring of an outside contractor would assist us in moving between 1/2 to 2/3 of the existing double poles, thus freeing them of fire alarm cable so that the utilities involved could complete their project and the old poles could be removed.				
EXPENDITURE DESCRIPTIONS				
The cost of an outside contractor is \$9,000. Additional cable and hardware would cost \$4,320				
Classification	Amount	Frequency		Comment
		Recurring	One-Time	
Services & Expenses	\$13,320		X	This will be the 4 th year that this request is made.
TOTAL				
OTHER BUDGETARY IMPACTS				
Other Considerations			YES	NO
Does this request include Technology?				X
If so, has it been approved by the Technology Center?				
Will specialized training or licensing be required (beyond the initial funding)?				X
Will additional supplies or services be required if this request is funded?				X
Are those costs currently provided for in your department's budget?				X
What is the estimated annual cost for supplies and services connected with the equipment?				
If this request is funded, will it produce new (additional) revenue for the Town?				X
If this request is not funded will Town revenues be negatively impacted?				X
Does this request address a documented health or safety issue (please explain)?				

FY08 Department Spending Request

PUBLIC SAFETY

Building Department

Town of Needham Salary and Wage Summary DSR-2			
Department – Division	Building Department		
Account	Current Number of Funded Positions (not f.t.e.'s)	FY 2008 Number of Positions (not f.t.e.'s)	Amount
1. Salary and Wage Full Time Positions	7	7	365,684
2. Salary and Wage Part Time Positions	1	1	11,319
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)			
4. Salary and Wage Overtime (Itemized Below)			
5. Other Salary and Wages (Itemized Below)			16,663
TOTAL			393,666
Line 3 Seasonal and Temporary Positions			
Line 4 Overtime			
Line 5 Other Salary and Wages			
Substitute Insp. coverage for vacations & meetings			16,663
SUB TOTAL			
*			

Fiscal Year 2008 Proposed Budget

Town of Needham Expenditure Detail DSR-3			
Department/Division		Building Department	
Account	Description	Amount	Sub Total
Energy 5210			
Non-Energy Utilities 5230			
Repairs and Maintenance 5240			
Rental and Leases 5270	Unifirst uniforms	191	
Other Property Related Services 5290			
Professional and Technical 5300			
Communications 5340	Nextel phones, stamps, registered mail, Constable services, & mandated town forms	4,309	
Recreation 5350			
Other Purchased Services 5380	Community newspaper annual advertisement for Weights & Measures	100	
A		Group Total	4,600
Energy Supplies 5410			
Office Supplies 5420	Folders, binders, paper, pens, printed applications, forms & certificates, desk accessories, office equipment, etc.	4,149	
Building and Equipment Repair/Supplies 5430			
Custodial Supplies 5450			
Groundskeeping Supplies 5460			
Vehicular Supplies 5480			
Food and Service Supplies 5490			
Medical Supplies 5500			
Educational Supplies 5510			
Public Works Supplies 5530			
Other Supplies & Equipment 5580			
Travel & Conferences 5710	Continuing education meetings & conferences.	4,049	
Dues and Subscriptions 5730	Annual dues. Updated codebooks	835	
B		Group Total	9,033
Capital Equipment Replacement 5870			
C		Group Total	
TOTAL			13,633

Town of Needham Performance Improvement Funding Request DSR-4				
Department – Division		Building Department		
Priority Request #		1		
PURPOSE OF THE REQUEST Overtime Pay				
<p><u>First:</u> Services provided after normal business hours due to Fire or Police emergency calls, or due to heavy workloads during busy construction seasons. Currently inspections have been performed without the benefit of straight or overtime pay. Inspectors have been asked to flex their daily working hours to compensate for these after hour calls, reducing their availability to respond to daily requested inspections. Because of increases in building permits & requested inspections, inspectors are regularly putting in a full day, which results in them to go uncompensated for after hour services.</p> <p><u>Second:</u> Public facilities Department has raised a concern regarding work performed after hours, in town owned buildings. The work has to be left exposed until a required inspection can be performed during normal business hours. The concern is that this time delay may increase the cost of the job to the town.</p> <p><u>Third:</u> The department is receiving request for after hour inspections for work that will be performed after hours on private property. This is so that improvements that are undertaken and that are subject to inspections by the appropriate inspector in order for the project to be meet minimum appropriate code requirements. The department receives after hour inspections request from businesses that are electing to have work done after hours, minimizing their shut down time during their normal business day.</p> <p>We request 1,384 for wiring, 1,539 for plumbing and gas and 1,856 for building, for a total of 4,779, based on 60 hours.</p>				
EXPECTED RESULTS				
To have coverage available so as to respond in a timely manner to requested inspections, as mandated by the Massachusetts State Building Code 780 CMR, Massachusetts Plumbing and Gas Code 258 CMR, and Massachusetts Electrical Code 527 CMR and to Public Safety issues.				
EXPENDITURE DESCRIPTIONS				
Wiring Inspector 60 hours @ 23.0681 = 1,384 = 40 hrs @ time & 1/2 Plg. & Gas Insp. 60 hours @ 25.6504 = 1,539 = 40 hrs @ time & 1/2 Local Bldg. Insp. 60 hours @ 30.9379 = 1,856 = 40 hrs @ time & 1/2 Total overtime budget request = 4,779				
Classification	Amount	Frequency		Comment
		Recurring	One-Time	
Overtime pay	4,779	x		Coverage for after hour emergency calls and inspections of town owned and private buildings
TOTAL				

Town of Needham Performance Improvement Funding Request DSR-4				
Department – Division	Building Department			
Priority Request #	2			
PURPOSE OF THE REQUEST Education				
<p>This is a request that would bring the department consistent with the permit streamline recommendation; 3% of the Building Department’s annual budget to be used towards continuing education. The department budget request for fiscal year 08 is 408,119 and 3% of the Building Department budget request is approximately 12,243. In order that inspectors meet statutory continuing education requirements, the department has requested 4,049 in accordance with department level service request for FY 08. Therefore, if you deduct 4,049 which is provided in the level service requested budget from the 3% approximate total, the net is 8,194. For example, office staff could enroll in a certificate program offered by Wentworth Institute of Technology in Boston or other universities that will provide theoretical knowledge for professionals working in the surveying field. The town does rely on land surveyors to illustrate boundaries and area that assist citizens with property improvement as a part of the department operation. Also, the insurance industry thru its evaluation of government services does give points for communities that provide means and incentives for outside training/certification.</p>				
EXPECTED RESULTS				
It will benefit the Town of Needham to have staff with the highest and most current knowledge and expertise, in all areas over which the Building Department has jurisdiction.				
EXPENDITURE DESCRIPTIONS				
Classification	Amount	Frequency		Comment
		Recurring	One-Time	
Services & expenses	8,194	x		
TOTAL	8,194			

FY08 Department Spending Request

PUBLIC WORKS

Department of Public Works

General Fund All Divisions

Fiscal Year 2008 Proposed Budget

Town of Needham Salary and Wage Summary DSR-2			
Department – Division	Department of Public Works – General Fund All Divisions		
Account	Current Number of Funded Positions (not f.t.e.'s)	FY 2008 Number of Positions (not f.t.e.'s)	Amount
1. Salary and Wage Full Time Positions	55.3	55.3	2,685,676
2. Salary and Wage Part Time Positions			
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)			61,732
4. Salary and Wage Overtime (Itemized Below)			148,363
5. Other Salary and Wages (Itemized Below)			
TOTAL			2,895,771
Line 3 Seasonal and Temporary Positions			
			61,732
Line 4 Overtime			
			148,363
Line 5 Other Salary and Wages			
SUB TOTAL			210,095
*			

Town of Needham Expenditure Detail DSR-3			
Department – Division		Department of Public Works – General Fund All Divisions	
Account	Description	Amount	Sub Total
Energy 5210			63,847
Non-Energy Utilities 5230			
Repairs and Maintenance 5240			131,208
Rental and Leases 5270			17,334
Other Property Related Services 5290			401,040
Professional and Technical 5300			25,056
Communications 5340			17,322
Recreation 5350			
Other Purchased Services 5380			116,080
A		Group Total	771,887
Energy Supplies 5410			
Office Supplies 5420			10,100
Building and Equipment Repair/Supplies 5430			350
Custodial Supplies 5450			650
Groundskeeping Supplies 5460			30,875
Vehicular Supplies 5480			209,637
Food and Service Supplies 5490			
Medical Supplies 5500			
Educational Supplies 5510			
Public Works Supplies 5530			137,535
Other Supplies & Equipment 5580			17,200
Travel & Conferences 5710			8,350
Dues and Subscriptions 5730			5,100
Other 5780			11,195
B		Group Total	430,992
Capital Equipment Replacement 5850			24,000
C		Group Total	24,000
TOTAL			1,226,879

FY08 Department Spending Request

PUBLIC WORKS

Department of Public Works

Administration

Town of Needham Salary and Wage Summary DSR-2			
Department – Division	Public Works - Administration		
Account	Current Number of Funded Positions (not f.t.e.'s)	FY 2008 Number of Positions (not f.t.e.'s)	Amount
1. Salary and Wage Full Time Positions	6	6	356,243
2. Salary and Wage Part Time Positions			
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)			
4. Salary and Wage Overtime (Itemized Below)			9,127
5. Other Salary and Wages (Itemized Below)			
TOTAL			365,370
Line 3 Seasonal and Temporary Positions			
Line 4 Overtime			
Administrative overtime – special projects			9,127
Line 5 Other Salary and Wages			
SUB TOTAL			9,127
*			

Fiscal Year 2008 Proposed Budget

Town of Needham Expenditure Detail DSR-3			
Department/Division		Public Works - Administration	
Account	Description	Amount	Sub Total
Energy 5210			
Non-Energy Utilities 5230			
Repairs and Maintenance 5240	Repairs to Savin copier	1560	
		260	1,820
Rental and Leases 5270	Rental (12 months) of Savin copier.	4,812	4,812
Other Property Related Services 5290			
Professional and Technical 5300			
Communications 5340	Telephones	875	
	Director's cell phone	490	
	Director's pager	275	
	Printers	560	2,200
Recreation 5350			
Other Purchased Services 5380			
A		Group Total	8,832
Energy Supplies 5410			
Office Supplies 5420	Standard office supplies	3,800	
	Business machine supplies	1,200	5,000
Building and Equipment Repair/Supplies 5430			
Custodial Supplies 5450			
Groundskeeping Supplies 5460			
Vehicular Supplies 5480			
Food and Service Supplies 5490			
Medical Supplies 5500			
Educational Supplies 5510			
Public Works Supplies 5530			
Other Supplies & Equipment			
Travel & Conferences 5710	Enrollment fees for training seminars, workshops, conferences		
	Transportation costs for training seminars, workshops, conferences	1,500	1,500
Dues and Subscriptions 5730	Law book supplements – partial funding.	1,125	
	Remainder to be paid from DPW divisional budgets. APWA dues	75	1,200
Other expenses	Equipment, furnishings, miscellaneous costs		1,150
B		Group Total	8,850
TOTAL			17,682

FY08 Department Spending Request

PUBLIC WORKS

Department of Public Works

Engineering

Fiscal Year 2008 Proposed Budget

Town of Needham Salary and Wage Summary DSR-2			
Department – Division	Public Works - Engineering		
Account	Current Number of Funded Positions (not f.t.e.'s)	FY 2008 Number of Positions (not f.t.e.'s)	Amount
1. Salary and Wage Full Time Positions	9	9	508,946
2. Salary and Wage Part Time Positions			
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)			10,089
4. Salary and Wage Overtime (Itemized Below)			
5. Other Salary and Wages (Itemized Below)			
TOTAL			519,035
Line 3 Seasonal and Temporary Positions			
Temp Help - Engineering for Public Works	10,089	10,089	10,089
Line 4 Overtime			
Line 5 Other Salary and Wages			
SUB TOTAL			10,089
*			

Town of Needham Expenditure Detail DSR-3			
Department/Division	Public Works – Engineering		
Account	Description	Amount	Sub Total
Energy 5210			
Non-Energy Utilities 5230			
Repairs and Maintenance 5240	Large Xerox machine maintenance Savin copier maintenance Survey equipment maintenance		2,400
Rental and Leases 5270			
Other Property Related Services 5290			
Professional and Technical 5300	Engineering consulting		150
Communications 5340	Nextel radios		3,400
Recreation 5350			
Other Purchased Services 5380			
		Group Total	5,950
Energy Supplies 5410			
Office Supplies 5420	Standard office supplies Large Xerox machine		2,000
Building and Equipment Repair/Supplies 5430			
Custodial Supplies 5450			
Groundskeeping Supplies 5460			
Vehicular Supplies 5480			
Food and Service Supplies 5490			
Medical Supplies 5500			
Educational Supplies 5510			
Public Works Supplies 5530	Drafting supplies Engineering supplies Surveying supplies Plan size copy paper Large Xerox toner Books and manuals		2,185
Other Supplies & Equipment 5580	Miscellaneous surveying supplies Miscellaneous office supplies		150
Travel & Conferences 5710	Travel Meetings and seminars		800
Dues and Subscriptions 5730	Meetings and seminars Professional registrations Membership dues Periodicals		600
Other expenses	Registry of Deeds plans Postage Assessments Certifications Health and Safety		600

Fiscal Year 2008 Proposed Budget

Town of Needham Expenditure Detail DSR-3			
Department/Division		Public Works – Engineering	
Account	Description	Amount	Sub Total
B		Group Total	6,335
Capital Equipment Replacement 5870	Large Document Xerox Copier		24,000
C		Group Total	24,000
TOTAL			36,285

Town of Needham Performance Improvement Funding Request DSR-4				
Department – Division		Public Works – Engineering		
Priority Request #		1		
PURPOSE OF THE REQUEST				
Construction Inspector Position – To provide full time construction inspection and oversight on large and/or complicated bid projects.				
EXPECTED RESULTS				
Construction Inspector Position – To be able to oversee, plan, organize and inspect construction inspection activities for Town projects.				
EXPENDITURE DESCRIPTIONS				
Salaries				
1 Staff (Senior Engineer, Grade NR-5)		56,000		
As a result of staff reductions across all divisions in the Department of Public Works during the past 12-20 years, more contracted work has been conducted by the DPW instead of performing work with in-house staff. This has placed a heavier demand on the Engineering Division for engineering design requests, outside consultant services, survey work and construction inspection of outside contractors. Currently, the Division utilizes two Survey Party Chief positions to perform construction inspection work. While construction inspection is being performed, survey work, field data collection and in-house office design work is severely curtailed. Other DPW Divisional requests for tree locations, street line layout, drainage problems, grading requests, corner clearance complaints, in-house construction assistance and a variety of other requests are also delayed or not completed in sufficient time to be useful.				
Classification	Amount	Frequency		Comment
		Recurring	One-Time	
Salary	56,000	YES		
TOTAL	56,000			
OTHER BUDGETARY IMPACTS				
Other Considerations			YES	NO
Does this request include Technology?				X
If so, has it been approved by the Technology Center?				
Will specialized training or licensing be required (beyond the initial funding)?				X
Will additional supplies or services be required if this request is funded?				X
Are those costs currently provided for in your department's budget?				
What is the estimated annual cost for supplies and services connected with the equipment?				
If this request is funded will it produce new (additional) revenue for the Town?				X
If this request is not funded will Town revenues be negatively impacted?			X	
Does this request address a documented health or safety issue (please explain)?				X

FY08 Department Spending Request

PUBLIC WORKS

Department of Public Works

Highway MPW & Traffic

Town of Needham Salary and Wage Summary DSR-2			
Department – Division	Public Works – Highways		
Account	Current Number of Funded Positions (not f.t.e.'s)	FY 2008 Number of Positions (not f.t.e.'s)	Amount
1. Salary and Wage Full Time Positions	13	13	577,299
2. Salary and Wage Part Time Positions			
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)			
4. Salary and Wage Overtime (Itemized Below)			64,240
5. Other Salary and Wages (Itemized Below)			
TOTAL			641,539
Line 3 Seasonal and Temporary Positions			
Line 4 Overtime			
MAINTENANCE OF PUBLIC WAYS			
Standby/On call Program	15,600	16,380	
Off hour call for service by the Police, pot holes, debris and spills	4,500	4,725	
Dead animal pickup and disposal	5,000	5,250	
Business area sweeping and disposal	4,670	4,670	
Set up and take down voting booths	1,200	1,300	
Special Events (Litter control, sweeping, traffic support)	3,840	4,030	
Early morning business trash barrel disposal	7,190	7,550	
Contractor inspection & oversight off hours and extended work	6,500	6,825	MPW 48,500
TRAFFIC CONTROL			
Traffic signal repairs and calls from the Police	5,200	5,360	
Traffic Markings and contractor oversight	3,100	3,200	
Paint green cross walks & hand work in the Center and Heights	4,580	4,720	Traffic 12,880
Line 5 Other Salary and Wages			
SUB TOTAL			64,240
*			

Fiscal Year 2008 Proposed Budget

Town of Needham Expenditure Detail DSR-3			
Department/Division		Public Works –Highway Maint. of Public Ways & Traffic Controls	
Account	Description	Amount	Sub Total
Energy 5210	Electricity for traffic signal equipment	43,500	43,500
Non-Energy Utilities 5230			
Repairs and Maintenance 5240	Roadway markings Specialty signs Repairs and maintenance for traffic signal equipment	15,100 1,030 12,600	28,730
Rental and Leases 5270	Uniforms Heavy equipment rental	3,000 1,000	4,000
Other Property Related Services 5290	Hot mix asphalt - paving Road surface treatment Crack seal Sweeping Plow damage Fence/guard rail Sidewalk Curbing Handicap ramps Bridge repair Shoulder repair Litter control Pothole repair Police details Grindings (cold planning)	137,700 75,040 51,000 38,100 5,000 10,000 27,500 7,000 10,500 10,000 5,000 0 11,200 13,000 0	401,040
Professional and Technical 5300	Plant inspection for paving Other related testing and consulting, asphalt cores Subdivision inspecting and testing	2,528 3,150 2,000	7,678
Communications 5340	Telephones Advertising.	4,860 812	5,672
Recreation 5350			
Other Purchased Services 5380	Public works material processing, hauling and disposal	23,000	23,000
A		Group Total	513,620
Energy Supplies 5410			
Office Supplies 5420	Standard office supplies Copier supplies and paper	1,000 800	1,800
Building and Equipment Repair/Supplies 5430			
Custodial Supplies 5450			
Grounds keeping Supplies 5460			
Vehicular Supplies 5480	Vehicle parts and supplies Fuel	2,000 45,000	47,000
Food and Service Supplies 5490			
Medical Supplies 5500			
Educational Supplies 5510			

Fiscal Year 2008 Proposed Budget

Town of Needham Expenditure Detail DSR-3			
Department/Division		Public Works –Highway Maint. of Public Ways & Traffic Controls	
Account	Description	Amount	Sub Total
Public Works Supplies 5530	Asphalt	45,100	
	Granite curbing	5,250	
	Concrete and masonry supplies	2,000	
	Lumber and hardware	900	
	Manure, seed and fertilizer	800	
	Other equipment and supplies	1,000	
	Traffic signs	10,500	
	Traffic signal equipment and supplies	10,500	
	Traffic marking paint	600	76,650
Other Supplies & Equipment 5580	Tools and equipment repair	5,000	
	Safety equipment repair supplies	2,600	
	Clothing allowance	2,275	
	MA DOR tax	100	9,975
Travel & Conferences 5710	Conferences	1,300	1,300
Dues and Subscriptions 5730	Membership dues	250	
	Subscriptions	50	300
Other expenses 5780	Safety clothing	700	
	License renewal	200	
	Dead animal supplies	75	
			975
B		Group Total	138,000
Capital Equipment Replacement 5870			0
C		Group Total	0
TOTAL			651,620

Town of Needham Performance Improvement Funding Request DSR-4	
Department – Division	Public Works – Highway MPW and Traffic
Priority Request #	One
PURPOSE OF THE REQUEST	
<p>Fully fund the Highway Division’s Pavement Preservation and infrastructure improvement plan. These programs will fund surface treatments, asphalt paving and incidental work to maintain or improve the drainage and structural capacity of the roadway. In addition, this request would provide the necessary resources to rehabilitate 2 miles of sidewalk. The Town of Needham is facing a crisis in its roadway systems due to a lack of investment and policy. At this time the Highway Superintendent recommends that until a complete and sustained program is established, roadway reconstruction is deferred and that available funds be allocated towards asset preservation strategies and extra ordinary repairs. This is the most prudent strategy for the short term. Non-essential tasks and duties that are under the responsibility of the Highway Division have been reduced or eliminated. The principal goal for the Highway Division is to maintain the roadway and traffic systems to allow transportation to operate in a safe and efficient manner. In 1998 Needham DPW implemented a Town-wide Road Surface Management System (RSMS) and has advocated adopting a Pavement Preservation Policy. This formal systematic approach evaluates and rates the condition of each road segment. This network level condition assessment established a base line index in which to measure the costs and benefit of different repair strategies. Sidewalk and drainage improvements should be considered for inclusion into the roadway maintenance and repair plan. These efforts will require sustained political support, increased and restructured staffing, as well as program and policy changes. The Needham DPW/Highway Division should restructure in order to maintain the Town’s roadway infrastructure assets at a higher condition index, in a more economical and prudent manner. Snow and Ice services need to continue to adopt more economical methods to improve safety while considering environmental concerns. In order to meet the challenges the programs must have the support of the Decision Makers and the Public. Policy and Procedures that do not support these long-term goals should be reviewed, corrected or eliminated.</p>	
EXPECTED RESULTS	
<p>During the spring and summer of 2004, the Town Manager and members of the Department of Public Works appeared before the Board to discuss the conditions of roads in Needham and to present an overview of a long term road maintenance and repair program for consideration. During the fall of 2004, the Town Engineer returned to respond to specific items discussed at the summer meeting regarding performing additional Engineering work in-house vs. contractual services. The spring meeting addressed a report titled “Roadway Repair and Reconstruction Report 2004”. This report consisted of an update of an analysis of Needham’s roads originally undertaken in 2001 but never formally reported out. The 2001 analysis determined that without the establishment of a major road program, including road construction, the cost to the Town to restore the roads to good condition over a 7 year period could cost 35 million. The 2004 report, following the same premise but acknowledging the net decline in road conditions over the 3 year period, concluded that now over a 10 year period it could cost nearly 50 million to accomplish. The summer meeting presented a history of the road maintenance expenditures from FY2000 through FY2005 broken into the major categories of Maintenance, Repair and Reconstruction. The Town Manager also presented for discussion purposes, a proposal for a long term commitment to Needham’s road, sidewalk and bridge systems supported by a significant and sustained funding level in the magnitude of 5.0 million annually. The proposal consisted of increasing the Highway Division’s budget for road maintenance to the 2.0 million dollar level and providing 3.0 million in Capital Improvement funding to undertake major road paving, rehabilitation or reconstruction with the goal of eliminating the backlog over a 10 year period. The Board determined the issue needed further discussion and analysis and tasked the DPW with preparing a formal recommendation to bring back for consideration. In the interim during Calendar Years 2004 and 2005, the DPW has continued its 3 year Repair Triage Strategy implemented in FY2003. During the summer of 2005, the DPW updated the Board on the status of road maintenance and repair efforts. Through a combination of funding from the operating budget, the Capital Improvement Program and Chapter 90, totaling approximately 2.2 million, over 13 miles of road have been paved or received an extraordinary repair, 5.3 miles of road have been micro surfaced or chip sealed and 1.7 miles of sidewalks have been reconstructed along with the installation of 36 handicap ramps. The DPW staff has been working with the Town Manager on a detailed program and recommendation for the Board to consider. In light of the slow economic recovery, as well as the Town’s financial constraints, full program including a substantial road</p>	

Town of Needham Performance Improvement Funding Request DSR-4	
Department – Division	Public Works – Highway MPW and Traffic
Priority Request #	One
<p>reconstruction effort is not recommended at this time. As conditions improve, it is hoped that this program can be expanded to include road reconstruction. This proposal is intended to focus on the road maintenance and repair efforts and may include some reconstruction on occasion. An amount of 2.5 million has been selected as the proposed funding level for this program. Just to clarify, this means that funding for road maintenance and repairs will be increased from current levels to the 2.5 million level. Currently, the Highway Division Maintenance of Public Ways (MPW) Program is funded at nearly 400,000 for Materials & Supplies and Road Maintenance Contractors. The Highway Division Superintendent, Town Engineer and Water and Sewer Superintendents have determined that in addition to a direct increase in staff and funding for the Highway Division, staffing increases for the Engineering Division and Drain Division are necessary to support a successful road repair program. Staffing increases in the Highway Division (5), Engineering Division (3) and the Drains (2) totaling 10 positions will cost 500,000 annually. The Highway Division budget for Purchase of Service and Expenses is recommended to be increased by 1,300,000. The Purchase of Service increase is 1,100,000 for Contractor Services for asphalt paving, micro surfacing, surface treatments, crack sealing, sidewalk reconstruction and other support services. The Expense increase of 200,000 for asphalt, concrete, curbing, etc., to be used by Town staff. The total cost for additional staff, services and materials is 1,800,000. Together with the current 400,000 in Highway Division road maintenance funds, the total cost of the program will be 2,200,000. The Highway Superintendent has also identified several pieces of equipment or vehicles that are necessary to support an increased road maintenance program totaling 865,000. Several of the items are identified in the equipment replacement plan backlog. It is recommended that 300,000 of the annual funding be allocated for equipment replacement. Reconstruction is an important program that will require significant planning and funding. The program should be revamped to focus on the most important and highest priority areas first. The program requires vision and strategic planning to be incorporated with major geometric improvements to better define this community. This program should not be a wish list of roads that could be reconstructed. Once a project is funded, it takes two to three years for road construction to begin. This process requires streamlining, policy clarification and long term funding commitment.</p>	
EXPENDITURE DESCRIPTIONS	
Highway Division Salaries (5)	
<u>Maintenance of Public Ways</u>	
1) 1 - Public Works Inspector (W-7)	48,000
2) 3 - Craftworkers (W-4)	120,000
3) 3 - Summer Help	18,000
4) Overtime	<u>50,000</u>
Sub-Total	236,000
<u>Traffic Control</u>	
1) 1 - Craftworker (W-4)	40,000
2) 1 - Summer Help	<u>6,000</u>
Sub-Total	46,000
TOTAL HIGHWAY	282,000
Engineering Division (3)	
1) 1 - Construction Inspector (NR-5)	56,500
2) 1 - Senior Engineer (NR-5)	56,500
3) 1 - Engineering Aide (UR-1)	<u>35,000</u>
TOTAL ENGINEERING	148,000
Drains Division (2)	
1) 1 - Craftworker (W-4)	40,000
2) 1 - Laborer 1	<u>30,000</u>

**Town of Needham
Performance Improvement Funding Request
DSR-4**

Department – Division	Public Works – Highway MPW and Traffic
Priority Request #	One

TOTAL DRAINS 70,000

GRAND TOTAL: 500,000

The Proposed Highway Staffing plan would add five full-time positions, summer help and overtime: 282,000.

Four positions are allocated to MPW and one position is allocated to Traffic. This staffing plan will increase the field production work by more than 50%. There is a 140,000 net savings for every two miles of asphalt sidewalk rehabilitated by DPW staff versus our contractor. DPW staff perform masonry work at about 1/3 the cost of hiring contractors. The purchase of a Gradall type excavator will significantly increase sidewalk reconstruction production, curb installation and grading functions. The Highway Division currently rents a Gradall for special projects at a cost of 2,000 per week.

Proposed increase in Contractor Service: 1,100,000

Asphalt Paving and incidentals	500,000
Sidewalk improvements	200,000
Micro Surfacing/Surface Treatments	150,000
Rubberized Crack Seal	50,000
Curb & Drain Improvements	100,000
Bridge repair	60,000
Traffic Markings	15,000
Traffic Signal repair	25,000

The Proposed increase in staff would require an increase in material expenditures of: 200,000

Asphalt	60,000	two miles of sidewalk plus
Concrete	20,000	
Granite curb	30,000	
Handicap ramps	45,000	
Traffic signs and poles	40,000	
Traffic signal components	5,000	
Material disposal		Currently the RTS provides this service
Gravel and loam		Currently the RTS provides this project

Proposed new and replacement equipment that is currently shown in the DPW capital replacement program: 790,000

Gradall (new purchase)	230,000	
Ten wheel truck/replace 6 wheel	165,000	Note: As equipment utilized for road maintenance and repair are identified for routine replacement they should be funded in a timely manner. I recommend that an amount be determined and set aside annually to fund those replacements.
Six Wheel Dump/replacement	145,000	
Skid steer loader/replacement	(Purchased FY07)	
Front-end loader/replacement	200,000	
Hydro seeder (new purchase)	20,000	
Inspectors vehicle (new purchase)	30,000	

Classification	Amount	Frequency		Comment
		Recurring	One-Time	
Salaries & Wages	500,000	X		
Contract Service	1,100,000	X		
Material	200,000	X		
Equipment	790,000	X		
TOTAL	2,590,000			

Town of Needham Performance Improvement Funding Request DSR-4		
Department – Division	Public Works – Highway MPW and Traffic	
Priority Request #	One	
OTHER BUDGETARY IMPACTS		
Other Considerations		YES
Does this request include Technology?		N
If so, has it been approved by the Technology Center?		
Will specialized training or licensing be required (beyond the initial funding)?		N
Will additional supplies or services be required if this request is funded?		N
Are those costs currently provided for in your department's budget?		
What is the estimated annual cost for supplies and services connected with the equipment?		
If this request is funded will it produce new (additional) revenue for the Town?		
If this request is not funded will Town revenues be negatively impacted?		N
Does this request address a documented health or safety issue (please explain)?		N

FY08 Department Spending Request

PUBLIC WORKS

Department of Public Works

Garage & Equipment

Town of Needham Salary and Wage Summary DSR-2			
Department – Division	Public Works – Garage and Equipment		
Account	Current Number of Funded Positions (not f.t.e.'s)	FY 2008 Number of Positions (not f.t.e.'s)	Amount
1. Salary and Wage Full Time Positions	5	5	256,699
2. Salary and Wage Part Time Positions			
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)			
4. Salary and Wage Overtime (Itemized Below)			12,672
5. Other Salary and Wages (Itemized Below)			
TOTAL			269,371
Line 3 Seasonal and Temporary Positions			
Line 4 Overtime			
Vehicle and Equipment repairs			12,672
Line 5 Other Salary and Wages			
SUB TOTAL			12,672
*			

Town of Needham Expenditure Detail DSR-3			
Department/Division		Public Works - Garage and Equipment	
Account	Description	Amount	Sub Total
Energy 5210			
Non-Energy Utilities 5230			
Repairs and Maintenance 5240	Tire repairs and mountings	1,200	13,650
	Machine shop work	1,000	
	Radiator repairs	700	
	Equipment repairs	4,500	
	Vehicle suspension repairs	2,700	
	Body work and painting	3,550	
Rental and Leases 5270	Uniforms	1,200	3,000
	Welding gas cylinders	500	
	Air conditioning equipment	0	
	Engine testing equipment	1,300	
Other Property Related Services 5290			
Professional and Technical 5300	Vehicle systems support or trouble shooting assistance	500	500
Communications 5340	Newspaper advertising for equipment replacement bids	200	3,000
	Two-way radio system repairs	1,100	
	Telephone charges	1,650	
	Shipping charges – UPS, US mail	50	
Recreation 5350			
Other Purchased Services 5380	Inspection stickers – vehicle emission testing and safety inspections		3,080
A	Group Total		23,230
Energy Supplies 5410			
Office Supplies 5420	Repair shop forms – operator reports, file folders, binders	1,000	1,000
Building and Equipment Repair/Supplies 5430			
Custodial Supplies 5450			
Grounds keeping Supplies 5460			
Vehicular Supplies 5480	Vehicle and equipment repair parts - brakes, fan belts, hoses	96,470	124,470
	Safety lighting	2,000	

Town of Needham Expenditure Detail DSR-3			
Department/Division		Public Works - Garage and Equipment	
Account	Description	Amount	Sub Total
	Tires	4,000	
	Batteries	2,000	
	Gasoline	20,000	
Food and Service Supplies 5490			
Medical Supplies 5500			
Educational Supplies 5510			
Public Works Supplies 5530	Steel	4,150	
	Lumber	200	
	Hardware and fasteners	2,300	
	Welding supplies	3,000	
	Shop tools	4,000	
			13,650
Other Supplies & Equipment 5580	Clothing allowance for mechanics	740	
	Safety supplies - gloves, ear and eye protection	1,500	
	Two-way radio supplies – batteries, antennas, cables	3,445	
	Safety eyeglasses	300	
	Other	100	
			6,085
Travel & Conferences 5710	Turnpike tolls	50	
	Schooling for shop personnel	2,450	
			2,500
Dues and Subscriptions 5730	Subscriptions for technical manuals	700	
	Dues for APWA and National Assoc. of Fleet Operators	700	
			1,400
Other expenses 5780	License renewals	200	
	Other unclassified items	200	
			400
B		Group Total	149,505
Capital Equipment Replacement 5870			
C		Group Total	0
TOTAL			172,735

FY08 Department Spending Request

PUBLIC WORKS

Department of Public Works

Parks & Forestry Division

Town of Needham Salary and Wage Summary DSR-2			
Department – Division	DPW - Parks and Forestry Division		
Account	Current Number of Funded Positions (not f.t.e.'s)	FY 2008 Number of Positions (not f.t.e.'s)	Amount
1. Salary and Wage Full Time Positions	18	18	803,490
2. Salary and Wage Part Time Positions			
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)			51,643
4. Salary and Wage Overtime (Itemized Below)			23,356
5. Other Salary and Wages (Itemized Below)			0
TOTAL			878,489
Line 3 Seasonal and Temporary Positions			
9 Temporary Laborers x 13 weeks = 2.25 full positions			51,643
Line 4 Overtime			
Forestry Pruning, Removals, Planting, Storm Damage Park and Recreation Mowing, Leaves, Watering, Diamond work, Rosemary Pool, Irrigation, plumbing, electrical, accessibility and vandalism problems, Memorial Park Special Events, Irrigation, plumbing, electrical, accessibility and vandalism problems School Grounds Mowing, Leaves, Watering, Diamond work, Irrigation and vandalism problems			23,356
Line 5 Other Salary and Wages			
SUB TOTAL			74,999
*			

Fiscal Year 2008 Proposed Budget

Town of Needham Expenditure Detail DSR-3			
Department – Division		DPW - Parks and Forestry Division	
Account	Description	Amount	Sub Total
Energy 5210	Electricity	9,837	
	Natural Gas	8,690	18,527
Non-Energy Utilities 5230			
Repairs and Maintenance 5240	Fencing	2,400	
	Equipment Repair	1,000	
	Field Renovation and Repair	9,722	
	Plumbing and Irrigation	4,000	
	Rosemary Pool Maintenance	1,500	
	Electrical Repair	2,000	
	Scoreboard Service	800	21,422
Rental and Leases 5270	Uniforms	4,851	4,851
Other Property Related Services 5290			
Professional and Technical 5300	Tree Removals (6) + Police Details	16,728	16,728
Communications 5340	Telephone Service / Cell Phones	2,500	
	Printing, Mailing, Advertising, Film Processing	550	3,050
Recreation 5350			
Other Purchased Services 5380			
A	Group Total		64,578
Energy Supplies 5410			
Office Supplies 5420	Paper Products and Office Sundries	300	300
Building and Equipment Repair/Supplies 5430	Light Bulbs, Paint, Hardware, Glass	350	350
Custodial Supplies 5450	Paper Products and Cleaning Supplies	650	650
Groundskeeping Supplies 5460	Pesticides	1,000	
	Trees and Shrubs	4,000	
	Mulch	500	
	Tools, Parts and Accessories	4,000	
	Loam, Sod and Soil Additives	2,000	
	Marking Lime	400	
	Irrigation supplies	1,941	
	Beach Sand	350	
	Fertilizer	10,494	
	Seed	2,400	
	Infield Mix	2,850	
	Quick Dry Clay	840	30,775
Vehicular Supplies 5480	Parts and Supplies	2,000	
	Fuel	26,667	28,667
Food and Service Supplies 5490			
Medical Supplies 5500			
Educational Supplies 5510			
Public Works Supplies 5530	Lumber	500	

Fiscal Year 2008 Proposed Budget

Town of Needham Expenditure Detail DSR-3			
Department – Division		DPW - Parks and Forestry Division	
Account	Description	Amount	Sub Total
	Paint and Stain	600	
	Tools, Parts and Accessories	1,500	
	Misc. Hardware Supplies	2,000	
	Field Marking Supplies	5,450	
			10,050
Other Supplies & Equipment 5580	Communication, Subscriptions, and Misc.	690	690
Travel & Conferences 5710	Professional Seminars, Schooling, and Pesticide License Recertification Classes	1,750	1,750
Dues and Subscriptions 5730		1,350	1,350
Other Expenses 5780	Clothing Allowances	3,680	
	Hoisting Licenses	360	
	Pesticide Certifications and Licenses	450	
	Winter Jackets	180	
	Safety and Working Gear	2,890	
	Meal Money	60	7,620
B	Group Total		82,202
Capital Equipment Replacement 5850			
C	Group Total		
TOTAL			146,780

Town of Needham Performance Improvement Funding Request DSR-4					
Department – Division		DPW - Parks and Forestry Division			
Priority Request #		1			
PURPOSE OF THE REQUEST					
<p>Cricket Field Maintenance Program: To continue a turf maintenance program started in the Spring of FY06. This program was started with donation money. Donations are not a constant source of funding and can not be relied upon. These requested funds would allow for future planning of the program. Cricket was the selected site to implement this program because it is a High School Varsity field and is separate from the proposed projects at Memorial Park and DeFazio. These projects, while under construction ,will have an added impact to the other fields around town.</p>					
EXPECTED RESULTS					
<p>With the over-use of the Town’s athletic fields, we need to continue to look to improve the sustainability of existing turf. This program utilizes products that enhance soil fertility, improve efficiency of applied fertilizers and improve biological components of the soil. It also incorporates additional seeding, aeration and top-dressing. The ability to improve sustainability is critical in providing good playing fields.</p>					
EXPENDITURE DESCRIPTIONS					
Purchase of Service					
Repair and Maintenance		6,800			
Expenses					
Groundskeeping Supplies		8,200			
Classification	Amount	Frequency		Comment	
		Recurring	One-Time		
Services and Expenses	15,000	X			
TOTAL	15,000				
OTHER BUDGETARY IMPACTS					
Other Considerations				YES	NO
Does this request include Technology?					X
If so, has it been approved by the Technology Center?					
Will specialized training or licensing be required (beyond the initial funding)?					X
Will additional supplies or services be required if this request is funded?					X
Are those costs currently provided for in your department’s budget?					X
What is the estimated annual cost for supplies and services connected with the equipment? (current)					
If this request is funded will it produce new (additional) revenue for the Town?					X
If this request is not funded will Town revenues be negatively impacted?					X
Does this request address a documented health or safety issue (please explain)?					X

Town of Needham Performance Improvement Funding Request DSR-4					
Department – Division		DPW - Parks and Forestry Division			
Priority Request #		2			
PURPOSE OF THE REQUEST					
Annual maintenance of Memorial Park Gateway Flowerbed: Funds would be used to hire a contractor to perform the needed annual maintenance					
EXPECTED RESULTS					
The flowerbed would be maintained at a higher level than presently occurs. Contractor would provide weeding, mulching, pruning, site cleanup and would do plant material replacement as needed					
EXPENDITURE DESCRIPTIONS					
Purchase of Service					
Repair and Maintenance		6,500			
Expenses					
Groundskeeping Supplies		1,000			
Classification	Amount	Frequency		Comment	
		Recurring	One-Time		
Services and Expenses	7,500	X			
TOTAL	7,500				
OTHER BUDGETARY IMPACTS					
Other Considerations				YES	NO
Does this request include Technology?					X
If so, has it been approved by the Technology Center?					
Will specialized training or licensing be required (beyond the initial funding)?					X
Will additional supplies or services be required if this request is funded?					X
Are those costs currently provided for in your department's budget?					X
What is the estimated annual cost for supplies and services connected with the equipment? (current)					
If this request is funded will it produce new (additional) revenue for the Town?					X
If this request is not funded will Town revenues be negatively impacted?					X
Does this request address a documented health or safety issue (please explain)?					X

Town of Needham Performance Improvement Funding Request DSR-4					
Department – Division		DPW - Parks and Forestry Division			
Priority Request #		3			
PURPOSE OF THE REQUEST					
The final phase of the School Grounds Maintenance Program, the Broad Meadow and Eliot School athletic fields, was implemented in FY06 without service and expense funds. The addition of service and expense money would cover the increase in expenses, resulting from adding these two schools' athletic fields.					
EXPECTED RESULTS					
The addition of Broad Meadow and Eliot Schools adds three more diamonds to the Division's maintenance list. The cost of maintenance for the three diamonds has to come from the Park and Recreation's field maintenance fee. With the addition of these funds, the operating budget could better handle everyday expenses and would leave the Field Maintenance Fee to provide funds for improving field quality.					
EXPENDITURE DESCRIPTIONS					
Purchase of Service					
Repair and Maintenance		3,000 <i>Fencing, equip. eminence., field renovation and maint., irrigation</i>			
Expenses					
Groundskeeping Supplies		2500 <i>Pesticides, tools and parts, soil additives, irrigation parts, fertilizer, seed, infield mix, quick dry clay</i>			
Public Works Supplies		500 <i>Lumber, fence parts, misc. hardware</i>			
Classification	Amount	Frequency		Comment	
		Recurring	One-Time		
Services and Expenses	6,000	X			
TOTAL	6,000				
OTHER BUDGETARY IMPACTS					
Other Considerations				YES	NO
Does this request include Technology?					X
If so, has it been approved by the Technology Center?					
Will specialized training or licensing be required (beyond the initial funding)?					X
Will additional supplies or services be required if this request is funded?					X
Are those costs currently provided for in your department's budget?					X
What is the estimated annual cost for supplies and services connected with the equipment? (current)					
If this request is funded will it produce new (additional) revenue for the Town?					X
If this request is not funded will Town revenues be negatively impacted?					X
Does this request address a documented health or safety issue (please explain)?					X

Town of Needham Performance Improvement Funding Request DSR-4				
Department – Division		DPW - Parks and Forestry Division		
Priority Request #		4		
PURPOSE OF THE REQUEST				
To establish the positions of Working Foreman, W-6 and Laborer, W-1 in the School Grounds Program. These two positions were originally part of the final phase of School Grounds Maintenance Program. This final phase, Broad Meadow and Eliot School athletic fields, was added in FY06				
EXPECTED RESULTS				
The addition of Broad Meadow and Eliot Schools adds three more diamonds to the Division's maintenance list. These staff additions would bring the Division up to its proposed labor staff level. The increased staff would allow the Division to provide needed maintenance to the athletic fields. The diamond conditions are already a problem with the increase of weeds in the infields and three more diamonds without additional staff will only add to the length to time between maintenance. Because of the deductions in pesticide use, diamond maintenance is now more labor intensive				
EXPENDITURE DESCRIPTIONS				
Salaries				
Working Foreman W – 6		41,978		
Laborer W - 1		29,134		
Purchase of Service				
Rental and Leases		606		
<i>Uniforms</i>				
Communications		540		
Cell phone				
Expenses				
Travel / Conferences		100		
<i>Schooling and seminars</i>				
Other Expenses		900		
<i>Clothing allowance, pesticide lic., safety and work gear</i>				
Classification	Amount	Frequency		Comment
		Recurring	One-Time	
Salaries	71,112	X		
Services & Expenses	2,146	X		
TOTAL	73,258			
OTHER BUDGETARY IMPACTS				
Other Considerations			YES	NO
Does this request include Technology?				X
If so, has it been approved by the Technology Center?				
Will specialized training or licensing be required (beyond the initial funding)?				X
Will additional supplies or services be required if this request is funded?				X
Are those costs currently provided for in your department's budget?				X
What is the estimated annual cost for supplies and services connected with the equipment?				
If this request is funded will it produce new (additional) revenue for the Town?				X
If this request is not funded will Town revenues be negatively impacted?				X
Does this request address a documented health or safety issue (please explain)?				X

Town of Needham Performance Improvement Funding Request DSR-4					
Department – Division		DPW - Parks and Forestry Division			
Priority Request #		5			
PURPOSE OF THE REQUEST					
<u>Athletic Field Improvements: Phase 1 Construction of Memorial Park and DeFazio</u>					
Phase 1 includes two artificial turf multi-use fields, one running track, one artificial turf diamond, and one 90ft natural turf diamond and outfield that would be used for multi-use. To maintain the quality of new natural turf fields and artificial turf fields, the turf maintenance program needs to be expanded. Natural turf maintenance would be by contract work and by town staff .The artificial turf maintenance can be handled three ways: 1.the cost of maintenance for the artificial turf fields could be included in the construction contract and run for the life of the guarantee, 2. Be a purchase of service, 3. Be done by town staff. This would require the purchase of grooming equipment. <u>Maintenance by the installer is preferred.</u>					
EXPECTED RESULTS					
We need to continue to look to improve the sustainability of existing natural turf. The natural turf program needs to utilize products that enhance soil fertility, improve efficiency of applied fertilizers and improve biological components of the soil. It also needs to incorporate additional seeding, aeration and top-dressing. The ability to improve sustainability is critical in maintaining the new natural turf fields in the best condition as possible. The infield on the diamond at Memorial Park would need clay additive to improve grooming Artificial turf requires upkeep as well as natural turf. Compaction testing and grooming are needed to keep the field in proper condition. GMax testing annually checks compaction of the infill material and grooming the fields is needed to keep an even distribution of infill material. Spraying antibiotics may also be needed to clean the field surface. This request would cover the additional costs to deal with these issues.					
EXPENDITURE DESCRIPTIONS					
<u>Artificial Turf Fields</u>					
Purchase of Service (if not in construction costs)					
Gmax testing,(1,200), grooming(2x/yr = 2,000), spraying (1,000) etc.				4,200	
<u>Natural Turf (multi-use and diamond)</u>					
Purchase of Service					
Deep tine aeration and/or top dressing				4,000	
Expenses					
Groundskeeping Supplies				5,000	
Grooming equipment (if maintenance is done by town staff)				10,000	
Classification	Amount	Frequency		Comment	
		Recurring	One-Time		
Purchase of Service	8,200	X			
Services and Expenses	5,000	X			
Grooming Equipment	10,000		X		
TOTAL	23,200				
OTHER BUDGETARY IMPACTS					
Other Considerations				YES	NO
Does this request include Technology?					X
If so, has it been approved by the Technology Center?					
Will specialized training or licensing be required (beyond the initial funding)?					X
Will additional supplies or services be required if this request is funded?					X
Are those costs currently provided for in your department’s budget?					X
What is the estimated annual cost for supplies and services connected with the equipment? (current)					

Town of Needham Performance Improvement Funding Request DSR-4		
Department – Division	DPW - Parks and Forestry Division	
Priority Request #	5	
If this request is funded will it produce new (additional) revenue for the Town?		X
If this request is not funded will Town revenues be negatively impacted?		X
Does this request address a documented health or safety issue (please explain)?		X

FY08 Department Spending Request

PUBLIC WORKS

Department of Public Works

Storm Drains

Town of Needham Salary and Wage Summary DSR-2			
Department – Division	Drains Division		
Account	Current Number of Funded Positions (not f.t.e.'s)	FY 2008 Number of Positions (not f.t.e.'s)	Amount
1. Salary and Wage Full Time Positions	4.3	4.3	182,999
2. Salary and Wage Part Time Positions			
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)			
4. Salary and Wage Overtime (Itemized Below)			38,968
5. Other Salary and Wages (Itemized Below)			0
TOTAL			221,967
Line 3 Seasonal and Temporary Positions			
Line 4 Overtime			
Maintenance of Drains			1,873
NPDES Phase II			37,095
Line 5 Other Salary and Wages			
SUB TOTAL			38,968
*			

Town of Needham Expenditure Detail DSR-3			
Department/Division		DRAINS PROGRAM	
Account	Description	Amount	Sub Total
Energy 5210			
Non-Energy Utilities 5230			
Repairs and Maintenance 5240	Replace up to 1000' of pipes per year	65,006	65,006
Rental and Leases 5270	Uniform Rentals	671	671
Other Property Related Services 5290	Pipe Cleaning @ .60/lf. (Annual Cleaning @ 4,750 ft/yr –1.0% of total system; Jet Flushing @ 19,000 ft/yr – 4% of total system (40% of annual inspection))	0	0
Professional and Technical 5300	CCTV Inspection of Storm Drains @ 1.00/lf (47,500 ft/yr – 10% of total system annually)	0	0
Communications 5340			
Recreation 5350			
Other Purchased Services 5380	Street Cleaning Catch Basin Debris Disposal Street Sweeping Debris Disposal Brook and Culvert Cleaning	8,000 13,850 18,150 50,000	90,000
A		Group Total	155,677
Energy Supplies 5410			
Office Supplies 5420			
Building and Equipment Repair/Supplies 5430			
Custodial Supplies 5450			
Groundskeeping Supplies 5460	Grass Seed and Fertilizer	100	100
Vehicular Supplies 5480	Diesel and Gasoline	9,500	9,500
Food and Service Supplies 5490			
Medical Supplies 5500			

Town of Needham Expenditure Detail DSR-3			
Department/Division		DRAINS PROGRAM	
Account	Description	Amount	Sub Total
Educational Supplies 5510			
Public Works Supplies 5530	(i.e. precast manholes, frames, covers, grates, concrete block and stone)	35,000	35,000
Other Supplies & Equipment 5580		300	300
Travel & Conferences 5710		500	500
Dues and Subscriptions 5730	APWA/ NEWEA/ WEF	250	250
Other Expenses 5780	Other	450	450
B		Group Total	46,100
Capital Equipment Replacement 5870			
C		Group Total	0
TOTAL			201,777

Town of Needham Performance Improvement Funding Request DSR-4				
Department – Division		Public Works - Storm Drains		
Priority Request # 1		Trench Restoration		
PURPOSE OF THE REQUEST				
This request is for asphalt trench paving by contractor. The work generated by the Water & Sewer Division replacing Drainpipes, manholes, and catchbasins exceeds the division’s ability to efficiently and productively restore the road surface to its original condition.				
EXPECTED RESULTS				
A paving contractor will pave all roadway excavations.				
EXPENDITURE DESCRIPTIONS				
Paving contract services will be procured according to accepted procurement procedures.				
Classification	Amount	Frequency		Comment
		Recurring	One-Time	
Purchase of Services	50,000	X		
TOTAL	50,000			

FY08 Department Spending Request

PUBLIC WORKS

Municipal Parking Program

Fiscal Year 2008 Proposed Budget

Town of Needham Expenditure Detail DSR-3			
Department – Division		Municipal Parking Program	
Account	Description	Amount	Sub Total
Energy 5210			
Non-Energy Utilities 5230			
Repairs and Maintenance 5240	Maintenance/MBTA Maintenance/BC	18,500 1,050	19,550
Rental and Leases 5270	Rent/MBTA Additional Revenue/MBTA	50,000 95,000	145,000
Other Property Related Services 5290	Snow Removal/MBTA Sweeping/BC Landscape Maintenance/BC Traffic Control/BC	11,500 2,600 6,900 3,450	24,450
Professional and Technical 5300	Cash Handling and Processing		
Communications 5340	Postage		
Recreation 5350			
Other Purchased Services 5380			
A		Group Total	189,000
Energy Supplies 5410			
Office Supplies 5420			
Building and Equipment Repair/Supplies 5430			
Custodial Supplies 5450			
Groundskeeping Supplies 5460	Materials for lots		
Vehicular Supplies 5480			
Food and Service Supplies 5490			
Medical Supplies 5500			
Educational Supplies 5510			
Public Works Supplies 5530			
Other Supplies & Equipment 5580	Parking related materials		
Travel & Conferences 5710	In-Town mileage reimbursement/MBTA		1,000
Dues and Subscriptions			
Other 5780			
B		Group Total	1,000
Capital Equipment Replacement 5850			
C		Group Total	
TOTAL			190,000

FY08 Department Spending Request

PUBLIC WORKS

Municipal Streetlight Program

Town of Needham Expenditure Detail DSR-3			
Department – Division		Municipal Streetlight Program	
Account	Description	Amount	Sub Total
Energy 5210	Streetlights	234,000	234,000
Non-Energy Utilities 5230			
Repairs and Maintenance 5240			
Rental and Leases 5270			
Other Property Related Services 5290			
Professional and Technical 5300	Streetlight Maintenance Agreement	94,000	94,000
Communications 5340			
Recreation 5350			
Other Purchased Services 5380			
A		Group Total	328,000
Energy Supplies 5410			
Office Supplies 5420			
Building and Equipment Repair/Supplies 5430			
Custodial Supplies 5450			
Groundskeeping Supplies 5460			
Vehicular Supplies 5480			
Food and Service Supplies 5490			
Medical Supplies 5500			
Educational Supplies 5510			
Public Works Supplies 5530			
Other Supplies & Equipment 5580			
Travel & Conferences 5710			
Dues and Subscriptions 5730			
Other 5780			
B		Group Total	
Capital Equipment Replacement 5850			
C		Group Total	
TOTAL			328,000

FY08 Department Spending Request

DEPARTMENT OF PUBLIC FACILITIES

Town of Needham Salary and Wage Summary DSR-2			
Department – Division	Department of Public Facilities - Construction		
Account	Current Number of Funded Positions (not f.t.e.'s)	FY 2008 Number of Positions (not f.t.e.'s)	Amount
1. Salary and Wage Full Time Positions	1	1	90,769
2. Salary and Wage Part Time Positions	1	1	24,758
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)			
4. Salary and Wage Overtime (Itemized Below)			
5. Other Salary and Wages (Itemized Below)			
TOTAL			115,527
Line 3 Seasonal and Temporary Positions			
Line 4 Overtime			
Line 5 Other Salary and Wages			

Fiscal Year 2008 Proposed Budget

Town of Needham Salary and Wage Summary DSR-2			
Department – Division	Public Facilities - DPW		
Account	Current Number of Funded Positions (not f.t.e.'s)	FY 2008 Number of Positions (not f.t.e.'s)	Amount
1. Salary and Wage Full Time Positions			
2. Salary and Wage Part Time Positions	1	1	21,603
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)			
4. Salary and Wage Overtime (Itemized Below)			
5. Other Salary and Wages (Itemized Below)			
TOTAL			21,603
Line 3 Seasonal and Temporary Positions			
Line 4 Overtime			
Line 5 Other Salary and Wages			

Town of Needham Salary and Wage Summary DSR-2			
Department – Division	Public Facilities - Fire		
Account	Current Number of Funded Positions (not f.t.e.'s)	FY 2008 Number of Positions (not f.t.e.'s)	Amount
1. Salary and Wage Full Time Positions			
2. Salary and Wage Part Time Positions			
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)			
4. Salary and Wage Overtime (Itemized Below)			10,250
5. Other Salary and Wages (Itemized Below)			
TOTAL			10,250
Line 3 Seasonal and Temporary Positions			
Line 4 Overtime			
Custodial Services, Station One			10,250
Line 5 Other Salary and Wages			

Fiscal Year 2008 Proposed Budget

Town of Needham Salary and Wage Summary DSR-2			
Department – Division	Public Facilities - Library		
Account	Current Number of Funded Positions (not f.t.e.'s)	FY 2008 Number of Positions (not f.t.e.'s)	Amount
1. Salary and Wage Full Time Positions	3	3	121,562
2. Salary and Wage Part Time Positions			
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)			
4. Salary and Wage Overtime (Itemized Below)			15,503
5. Other Salary and Wages (Itemized Below)			
TOTAL			137,065
Line 3 Seasonal and Temporary Positions			
Line 4 Overtime			
Sunday Openings			7,749
Custodial Coverage, (Sick-Vac-Etc.)			7,754
Line 5 Other Salary and Wages			

Fiscal Year 2008 Proposed Budget

Town of Needham Salary and Wage Summary DSR-2			
Department – Division	Public Facilities - Police		
Account	Current Number of Funded Positions (not f.t.e.'s)	FY 2008 Number of Positions (not f.t.e.'s)	Amount
1. Salary and Wage Full Time Positions			
2. Salary and Wage Part Time Positions	1	1	21,603
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)			
4. Salary and Wage Overtime (Itemized Below)			
5. Other Salary and Wages (Itemized Below)			
TOTAL			21,603
Line 3 Seasonal and Temporary Positions			
Line 4 Overtime			
Line 5 Other Salary and Wages			

Fiscal Year 2008 Proposed Budget

Town of Needham Salary and Wage Summary DSR-2			
Department – Division	Public Facilities - Schools		
Account	Current Number of Funded Positions (not f.t.e.'s)	FY 2008 Number of Positions (not f.t.e.'s)	Amount
1. Salary and Wage Full Time Positions	42	42	1,913,489
2. Salary and Wage Part Time Positions	2	2	39,974
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)			8,200
4. Salary and Wage Overtime (Itemized Below)			99,353
5. Other Salary and Wages (Itemized Below)			
TOTAL			2,061,016
Line 3 Seasonal and Temporary Positions			
Trades Assistants, (Schedule C)			8,200
Line 4 Overtime			
Building Repair (Nights – Weekends)			33,500
Custodial Coverage (Sick – Vacation – Events)			23,600
Grounds Care (Snow – Leaves – Grass)			21,800
High School & Emery Grover (Sat. and Evenings)			16,753
Alarms			3,700
Line 5 Other Salary and Wages			
SUB TOTAL			107,553

Town of Needham Salary and Wage Summary DSR-2			
Department – Division	Public Facilities - Town Hall		
Account	Current Number of Funded Positions (not f.t.e.'s)	FY 2008 Number of Positions (not f.t.e.'s)	Amount
1. Salary and Wage Full Time Positions	2	2	85,461
2. Salary and Wage Part Time Positions			
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)			
4. Salary and Wage Overtime (Itemized Below)			17,148
5. Other Salary and Wages (Itemized Below)			10,526
TOTAL			113,135
Line 3 Seasonal and Temporary Positions			
Line 4 Overtime			
Custodial Services, Council on Aging			10,176
Custodial Coverage, (Sick – Vac. – Etc.)			6,972
Line 5 Other Salary and Wages			
Three hourly employees who serve as building Monitors, (Schedule C) for the Town Hall and the Council on Aging.			10,526
SUB TOTAL			27,674

Fiscal Year 2008 Proposed Budget

Town of Needham Expenditure Detail DSR-3			
Department/Division		Department of Public Facilities - Construction	
Account	Description	Amount	Sub Total
Energy 5210			
Non-Energy Utilities 5230			
Repairs and Maintenance 5240			
Rental and Leases 5270			
Other Property Related Services 5290			
Professional and Technical 5300			
Communications 5340	Cellular Telephone; Postage	600	600
Recreation 5350			
Other Purchased Services 5380		200	200
A		Group Total	800
Energy Supplies 5410			
Office Supplies 5420	PPBC Activities	1,000	1,000
Building and Equipment Repair/Supplies 5430			
Custodial Supplies 5450			
Groundskeeping Supplies 5460			
Vehicular Supplies 5480			
Food and Service Supplies 5490			
Medical Supplies 5500			
Educational Supplies 5510			
Public Works Supplies 5530			
Other Supplies & Equipment 5580		300	300
Travel & Conferences 5710	In-Town Travel	4,200	4,200
Dues and Subscriptions 5730	ASE Dues; License	500	500
B		Group Total	6,000
Capital Equipment Replacement 5870			
C		Group Total	
TOTAL			6,800

Fiscal Year 2008 Proposed Budget

Town of Needham Expenditure Detail DSR-3			
Department – Division	Public Facilities - DPW		
Account	Description	Amount	Sub Total
Energy 5210	Electricity – Fuel Oil		71,992
Non-Energy Utilities 5230			
Repairs and Maintenance 5240			17,000
Rental and Leases 5270	Mops and Floor Mats		775
Other Property Related Services 5290			
Professional and Technical 5300			
Communications 5340	Radio Service		900
Recreation 5350			
Other Purchased Services 5380			
A		Group Total	90,667
Energy Supplies 5410			
Office Supplies 5420			
Building and Equipment Repair/Supplies 5430			7,775
Custodial Supplies 5450			5,500
Groundskeeping Supplies 5460			
Vehicular Supplies 5480			
Food and Service Supplies 5490			
Medical Supplies 5500			
Educational Supplies 5510			
Public Works Supplies 5530			
Other Supplies & Equipment 5580			
Travel & Conferences 5710			
Dues and Subscriptions 5730			
B		Group Total	13,250
Capital Equipment Replacement 5850			
C		Group Total	
TOTAL			103,917

Fiscal Year 2008 Proposed Budget

Town of Needham Expenditure Detail DSR-3			
Department – Division		Public Facilities - Fire	
Account	Description	Amount	Sub Total
Energy 5210	Electricity, Natural Gas		66,944
Non-Energy Utilities 5230			
Repairs and Maintenance 5240	Overhead doors, Generators, HVAC, Vehicle exhaust system		30,000
Rental and Leases 5270			
Other Property Related Services 5290	Dumpster service, Bottled water, Lawn sprinklers, Mops		5,143
Professional and Technical 5300			
Communications 5340			
Recreation 5350			
Other Purchased Services 5380			
A		Group Total	102,087
Energy Supplies 5410			
Office Supplies 5420			
Building and Equipment Repair/Supplies 5430			2,000
Custodial Supplies 5450			13,200
Groundskeeping Supplies 5460			3,250
Vehicular Supplies 5480			
Food and Service Supplies 5490			
Medical Supplies 5500			
Educational Supplies 5510			
Public Works Supplies 5530			
Other Supplies & Equipment 5580			
Travel & Conferences 5710			
Dues and Subscriptions 5730			
B		Group Total	18,450
Capital Equipment Replacement 5850			
C		Group Total	
TOTAL			120,537

Fiscal Year 2008 Proposed Budget

Town of Needham Expenditure Detail DSR-3			
Department – Division	Public Facilities - Library		
Account	Description	Amount	Sub Total
Energy 5210	Electricity, Natural Gas		136,817
Non-Energy Utilities 5230			
Repairs and Maintenance 5240			20,000
Rental and Leases 5270			
Other Property Related Services 5290	Dumpster Service		2,225
Professional and Technical 5300			
Communications 5340	Pagers		144
Recreation 5350			
Other Purchased Services 5380			
A		Group Total	159,186
Energy Supplies 5410			
Office Supplies 5420			
Building and Equipment Repair/Supplies 5430			8,000
Custodial Supplies 5450			8,000
Groundskeeping Supplies 5460			
Vehicular Supplies 5480			
Food and Service Supplies 5490			
Medical Supplies 5500			
Educational Supplies 5510			
Public Works Supplies 5530			
Other Supplies & Equipment 5580			
Travel & Conferences 5710	Interoffice Mail		350
Dues and Subscriptions 5730			
B		Group Total	16,350
Capital Equipment Replacement 5850			
C		Group Total	
TOTAL			175,536

Fiscal Year 2008 Proposed Budget

Town of Needham Expenditure Detail DSR-3			
Department – Division	Public Facilities – Ridge Hill		
Account	Description	Amount	Sub Total
Energy 5210	Electricity, Fuel Oil		21,606
Non-Energy Utilities 5230			
Repairs and Maintenance 5240			9,000
Rental and Leases 5270			
Other Property Related Services 5290			
Professional and Technical 5300			
Communications 5340	Telephone		1,240
Recreation 5350			
Other Purchased Services 5380			
A	Group Total		31,846
Energy Supplies 5410			
Office Supplies 5420			
Building and Equipment Repair/Supplies 5430			2,500
Custodial Supplies 5450			1,540
Groundskeeping Supplies 5460			400
Vehicular Supplies 5480			200
Food and Service Supplies 5490			
Medical Supplies 5500			
Educational Supplies 5510			
Public Works Supplies 5530			
Other Supplies & Equipment 5580			
Travel & Conferences 5710			
Dues and Subscriptions 5730			
B	Group Total		4,640
Capital Equipment Replacement 5850			
C	Group Total		
TOTAL			36,486

Town of Needham Expenditure Detail DSR-3			
Department – Division		Public Facilities - Police	
Account	Description	Amount	Sub Total
Energy 5210	Electricity		43,962
Non-Energy Utilities 5230			
Repairs and Maintenance 5240			6,100
Rental and Leases 5270			
Other Property Related Services 5290	Dumpster Service		1,960
Professional and Technical 5300			
Communications 5340			
Recreation 5350			
Other Purchased Services 5380			
A		Group Total	52,022
Energy Supplies 5410			
Office Supplies 5420			
Building and Equipment Repair/Supplies 5430			4,000
Custodial Supplies 5450			7,150
Groundskeeping Supplies 5460			
Vehicular Supplies 5480			
Food and Service Supplies 5490			
Medical Supplies 5500			
Educational Supplies 5510			
Public Works Supplies 5530			
Other Supplies & Equipment 5580			
Travel & Conferences 5710			
Dues and Subscriptions 5730			
B		Group Total	11,150
Capital Equipment Replacement 5850			
C		Group Total	
TOTAL			63,172

Fiscal Year 2008 Proposed Budget

Town of Needham Expenditure Detail DSR-3			
Department – Division		Public Facilities - Schools	
Account	Description	Amount	Sub Total
Energy 5210	Electricity, Fuel Oil, Natural Gas		2,164,668
Non-Energy Utilities 5230			
Repairs and Maintenance 5240	Elevators, Roofs, Sprinklers, Fire extinguishers, HVAC, Kitchen hoods & Ancil systems, Motors, Pumps		280,000
Rental and Leases 5270			
Other Property Related Services 5290	Dumpster Service, Pest Control High School Cleaning	72,800 317,200	390,000
Professional and Technical 5300	Environmental, Engineering, Architectural Consulting, Testing, & Inspecting		70,000
Communications 5340	Telephone, Internet, Alarms, Clock & Bell		179,000
Recreation 5350			
Other Purchased Services 5380			
A		Group Total	3,083,668
Energy Supplies 5410			
Office Supplies 5420			3,000
Building and Equipment Repair/Supplies 5430			140,000
Custodial Supplies 5450			77,000
Groundskeeping Supplies			12,200
Vehicular Supplies 5480			15,000
Food and Service Supplies 5			
Medical Supplies 5500			
Educational Supplies 5510			
Public Works Supplies 5530			
Other Supplies & Equipment			600
Travel & Conferences 5710			4,800
Dues and Subscription			
B		Group Total	252,600
Capital Equipment			
C		Group Total	
TOTAL			3,336,268

Town of Needham Expenditure Detail DSR-3			
Department – Division		Public Facilities – Town Hall	
Account	Description	Amount	Sub Total
115,520 Energy 5210	Electricity, Fuel Oil		39,860
Non-Energy Utilities 5230			
Repairs and Maintenance 5240	HVAC, Fire Alarm, Sprinkler System		3,400
Rental and Leases 5270			
Other Property Related Services 5290			2,000
Professional and Technical 5300			
Communications 5340			
Recreation 5350			
Other Purchased Services 5380			
A		Group Total	45,260
Energy Supplies 5410			
Office Supplies 5420			
Building and Equipment Repair/Supplies 5430			6,000
Custodial Supplies 5450			
Groundskeeping Supplies 5460			4,950
Vehicular Supplies 5480			
Food and Service Supplies 5490			
Medical Supplies 5500			
Educational Supplies 5510			
Public Works Supplies 5530			
Other Supplies & Equipment 5580			1,550
Travel & Conferences 5710			
Dues and Subscriptions			
B		Group Total	12,500
Capital Equipment Replacement 5850			
C		Group Total	
TOTAL			57,760

Town of Needham Performance Improvement Funding Request DSR-4				
Department – Division	Department of Public Facilities - Construction			
Priority Request #	1			
PURPOSE OF THE REQUEST				
<p>This request will allow for acting as Owners Project Manager (OPM) as required under Construction reform Law of 2004, as well as overseeing, monitoring and support for projects under PPBC jurisdiction. Projects included are:</p> <ol style="list-style-type: none"> 1) High School 2) High Rock 3) Senior Center 4) Pollard Technology Upgrade 				
EXPECTED RESULTS				
Will satisfy OPM requirements for items two and three above as required by law when utilizing public funds.				
EXPENDITURE DESCRIPTIONS				
One additional Project Manager funded in part (~1/2 time) by project funds.				
Classification	Amount	Frequency		Comment
		Recurring	One-Time	
Salary and Wage (M-3)	40,000	X		
Services & Expenses	3,000	X		
TOTAL	43,000			
OTHER BUDGETARY IMPACTS				
Other Considerations			YES	NO
Does this request include Technology?				X
If so, has it been approved by the Technology Center?				
Will specialized training or licensing be required (beyond the initial funding)?				X
Will additional supplies or services be required if this request is funded?			X	
Are those costs currently provided for in your department's budget?				X
What is the estimated annual cost for supplies and services connected with the request?				3,000
If this request is funded will it produce new (additional) revenue for the Town?				x
If this request is not funded will Town revenues be negatively impacted?				x
Does this request address a documented health or safety issue (please explain)?				x
Explanation				
This request would offset costs that would otherwise be included as a project expenditure				

Town of Needham Performance Improvement Funding Request DSR-4				
Department – Division		Department of Public Facilities - Operations		
Priority Request #		One (1)		
PURPOSE OF THE REQUEST				
This request will allow for the implementation of a timelier and responsive grounds maintenance effort with particular emphasis on mowing of grass and collection of leaves as well as removal of snow and litter from the grounds of public schools and municipal buildings.				
EXPECTED RESULTS				
Greatly enhanced exterior appearance of grass, shrubbery, plantings, walkways, entrances, courtyards, etc. at all public schools and municipal buildings.				
EXPENDITURE DESCRIPTIONS				
One Craftworker (BT2, Step 2) @ \$41,469. One Honda 52" Walk behind mower @ \$6,100. One "Giant Vac" 25 HP Tow behind leaf vacuum @ \$6,431.				
Classification	Amount	Frequency		Comment
		Recurring	One-Time	
Salary and Wage	41,469	X		
Capital Equipment	12,531		X	
TOTAL	54,000			
OTHER BUDGETARY IMPACTS				
Other Considerations			YES	NO
Does this request include Technology?				X
If so, has it been approved by the Technology Center?				
Will specialized training or licensing be required (beyond the initial funding)?				X
Will additional supplies or services be required if this request is funded?			X	
Are those costs currently provided for in your department's budget?			X	
What is the estimated annual cost for supplies and services connected with the equipment?				20,000
If this request is funded will it produce new (additional) revenue for the Town?				X
If this request is not funded will Town revenues be negatively impacted?				X
Does this request address a documented health or safety issue (please explain)?				X
Explanation to Answers Above				
While not a documented health or safety issue, this is a major aesthetic issue. Neglected or improperly maintained grounds contribute to litter, loitering, and vandalism problems and give the general impression that building systems and interiors are also poorly maintained.				

FY08 Department Spending Request

COMMUNITY SERVICES

Health Department

Town of Needham Salary and Wage Summary DSR-2			
Department – Division	Health Department		
Account	Current Number of Funded Positions (not f.t.e.'s)	FY 2008 Number of Positions (not f.t.e.'s)	Amount
1. Salary and Wage Full Time Positions	3	3	184,450
2. Salary and Wage Part Time Positions	6	6	128,670
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)			6,720
4. Salary and Wage Overtime (Itemized Below)			2,000
5. Other Salary and Wages (Itemized Below)			
TOTAL			321,840
Line 3 Seasonal and Temporary Positions			
Seasonal Summer Traveling Meals Packers and Drivers			4,720
Animal Inspector			2,000
Line 4 Overtime			
Emergency Response 24/7 Overtime Approved by Override/Town Meeting May 2006			2,000
Line 5 Other Salary and Wages			
SUB TOTAL			8,720
*			

Fiscal Year 2008 Proposed Budget

Town of Needham Expenditure Detail DSR-3			
Department – Division		Health Department	
Account	Description	Amount	Sub Total
Energy 5210			
Non-Energy Utilities 5230			
Repairs and Maintenance 5240	Hearing Machine, Fax Machine, Typewriter, Noise Meter, Gas Meter, Radiation Meter	490	490
Rental and Leases 5270			
Other Property Related Services 5290			
Professional and Technical 5300			
Communications 5340	4 Cell Phones, Postage	4,400	4,400
Recreation 5350			
Other Purchased Services 5380	Contracts with Riverside Mental Health Community Care: Charles River ARC Mental Retardation Services	30,634	30,634
A		Group Total	35,524
Energy Supplies 5410			
Office Supplies 5420	Paper, envelopes, files, pens etc	3,650	
Building and Equipment Repair/Supplies 5430			
Custodial Supplies 5450			
Groundskeeping Supplies 5460			
Vehicular Supplies 5480			
Food and Service Supplies 5490			
Medical Supplies 5500	Emergency supplies, wellness clinic supplies	1,030	
Educational Supplies 5510	Brochures, pamphlets, books, training materials	824	
Public Works Supplies 5530			
Other Supplies & Equipment 5580			
Travel & Conferences 5710	Required professional trainings, summer traveling meals program, inspections	2,000	
Dues and Subscriptions 5730	Professional dues and subscriptions	1,030	
B		Group Total	8,534
Capital Equipment Replacement 5850			
C		Group Total	
TOTAL			44,058

Town of Needham Performance Improvement Funding Request DSR-4	
Department – Division	Health Department
Priority Request #	1
PURPOSE OF THE REQUEST	
<p>Public Health Emergency Preparedness Coordinator Salary Request: To fund a position one day a week as the Public Health Emergency Preparedness Coordinator. This would increase the 30-hour a week Public Health Nurse position to 37.5 hours. This time is needed for emergency preparedness, training, and response activities. This position was funded this past year with a one year planning grant from the MetroWest Health Care Foundation. This request was made last year as well.</p> <ul style="list-style-type: none"> • Currently 57% of the Public Health Nurse’s time is spent on emergency preparedness deliverables. • An average of 60 hours a week of staff time is spent on emergency preparedness deliverables (staff and grant staff) • Center for Disease Control (CDC) Deliverables: <ul style="list-style-type: none"> September 2003 – August 2004 <ul style="list-style-type: none"> - Develop Coalitions - Training and purchases - September 2004 – August 2005 <ul style="list-style-type: none"> - Infectious Disease Emergency Plan/IDEP - Emergency Dispensing Site EDS Plans - 24/7 Health Department Coverage - Special Populations Planning - Risk Communication Planning and Call Down Lists - September 2005 – August 2006 <ul style="list-style-type: none"> - All Hazards Response Planning - Pandemic Influenza Response Planning - Continuity of Operations and Continuity of Government Planning (COOP/COG) - Mutual Aid Agreements - ICS/NIMS Training for BOH Employees - Behavioral Health Response to Disaster Planning - September 2006 - August 2007 To Be Announced <ul style="list-style-type: none"> - Exercises and Trainings - ICS/NIMS 200, 300, 400 	
EXPECTED RESULTS	
<p>General Description: The Emergency Preparedness Coordinator is responsible for assisting the Health Department meet the Center for Disease Control mandates; updating the Department’s Emergency Plan; to organize and provide ongoing support and training for the 175 members of the Volunteer Medical Corps to assist the department in an emergency; and represent the department in a variety of local and regional emergency preparation venues.</p> <p>Qualifications: Excellent oral and written communications skills, familiarity with the principles of community organizing, public health experience, RN or other clinical credentials preferred but not required. Familiarity with the Town of Needham is a plus.</p>	

Town of Needham Performance Improvement Funding Request DSR-4				
Department – Division	Health Department			
Priority Request #	1			
Duties and Responsibilities:				
Develop trainings and organize the Volunteer Medical Corps for the Town of Needham.				
Work with the Massachusetts Department of Public Health, and Region 4B on Emergency Preparedness plans.				
Update the Emergency Preparedness plan for the Needham Health Department.				
Assist in preparation of required reporting for Emergency Preparedness.				
Provide technical assistance to the Health Department staff and community members on Emergency Preparedness.				
Participate in meetings and trainings as required.				
Update the Health Department’s web-page on the VMC and other preparedness topics as needed.				
Meet and speak to community groups interested in Emergency Preparedness.				
Supervision:				
This position reports to the Director of Public Health				
EXPENDITURE DESCRIPTIONS				
One additional day a week for the Public Health Nurse at a cost of \$12,920 a year.				
Classification	Amount	Frequency		Comment
		Recurring	One-Time	
PT 5	12,920	Yes		
TOTAL	12,920			
OTHER BUDGETARY IMPACTS				
Other Considerations		YES	NO	
Does this request include Technology?			X	
If so, has it been approved by the Technology Center?				
Will specialized training or licensing be required (beyond the initial funding)?			X	
Will additional supplies or services be required if this request is funded?			X	
Are those costs currently provided for in your department’s budget?				
What is the estimated annual cost for supplies and services connected with the equipment?				
If this request is funded will it produce new (additional) revenue for the Town?		X through grants		
If this request is not funded will Town revenues be negatively impacted?		X fewer grants		
Does this request address a documented health or safety issue (please explain)?		X		
Explanation				
This will allow the Emergency Preparedness Coordinator to maintain and improve emergency preparedness activities for the town.				

**Town of Needham
Performance Improvement Funding Request
DSR-4**

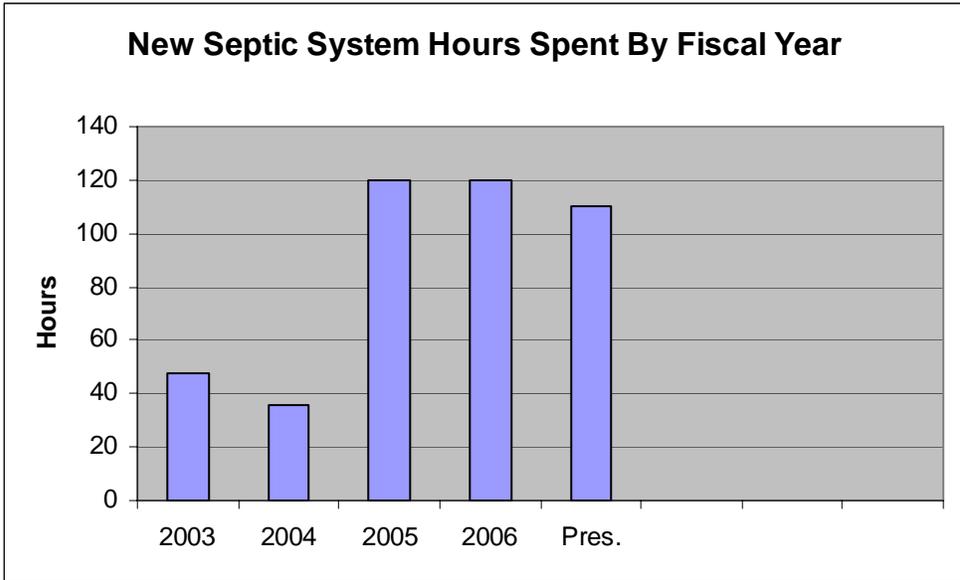
Department – Division	Health Department
Priority Request #	2

PURPOSE OF THE REQUEST

Increase Environmental Health Activities
 Salary Request: To increase the 5 hour a week Environmental Health Agent to 7 hours a week to assist the full time health agent with increasing numbers of septic inspections. This request was made last year as well.

The new septic system permit was increased from \$600 to \$900 last March. The average system takes 12 hours. This increase would cover the additional 2 hours a week request.

The chart below shows the increase in time spent to November 30, 2006. There are currently 14 new systems in process during the first half of FY'07 with more expected in early spring. This chart does not include hours spent on septic repairs or additions to homes on septic.



EXPECTED RESULTS

The would provide additional assistance from the part-time Environmental Health Agent for septic reviews and inspections to assist the full-time Environmental Health Agent to continue to allow systems to be completed correctly and in a timely manner.

EXPENDITURE DESCRIPTIONS

Two additional hours a week for Environmental Health activities.

Classification	Amount	Frequency		Comment
		Recurring	One-Time	
NR-5	3,088	Yes		
TOTAL	3,088			

Town of Needham Performance Improvement Funding Request DSR-4		
Department – Division	Health Department	
Priority Request #	2	
OTHER BUDGETARY IMPACTS		
Other Considerations		
Does this request include Technology?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
If so, has it been approved by the Technology Center?	<input type="checkbox"/>	<input type="checkbox"/>
Will specialized training or licensing be required (beyond the initial funding)?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Will additional supplies or services be required if this request is funded?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Are those costs currently provided for in your department’s budget?	<input type="checkbox"/>	<input type="checkbox"/>
What is the estimated annual cost for supplies and services connected with the equipment?		
If this request is funded will it produce new (additional) revenue for the Town?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
If this request is not funded will Town revenues be negatively impacted?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Does this request address a documented health or safety issue (please explain)?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Explanation to Answers Above		
<p>Increasing new septic systems, increasing additions to homes on septic, abandoned systems, and septic repairs require additional hours to protect the public safety and environment .</p>		

Town of Needham Performance Improvement Funding Request DSR-4	
Department – Division	Health Department
Priority Request #	3
PURPOSE OF THE REQUEST	
<p>Public Health Program Specialist This position was requested last year as well. To add a part-time (19 hours a week) position to the Health Department. The Public Health Program Specialist provides planning and administrative support to the Needham Health Department. The PHPS assists the Director of Public Health in facilitating core public health functions (listed below) and assessing the need for other programs and services identified by the Massachusetts Department of Public Health and the Centers for Disease Control to promote good health or to prevent disease and/or disability in the town of Needham. The person works with the Health Department staff, other town departments, and community agencies and providers to implement and coordinate needed services. The PHPS also serves as a liaison to community agencies, institutions, providers and coalitions, as assigned by the Director of Public Health, to fulfill the mission of the Health Department. The PHPS assists in the administration of clinical services.</p> <p>This position serves as the acting department head in the absence of the Health Director.</p>	
EXPECTED RESULTS	
<p>To be able to return to and maintain the essential public health services as defined by the Center for Disease Control and National Association of County and City Health Organizations. The Essential Services provide a working definition of public health and a guiding framework or the responsibilities of local public health systems.</p> <p><u>Essential Public Health Services</u></p> <ol style="list-style-type: none"> 1. Monitor health status to identify community health problems. 2. Diagnose and investigate health problems and health hazards in the community. 3. Inform, educate, and empower people about health issues. 4. Mobilize community partnerships to identify and solve health problems. 5. Develop policies and plans that support individual and community health efforts. 6. Enforce laws and regulations that protect health and ensure safety. 7. Link people to needed personal health services and assure the provision of health care when otherwise unavailable. 8. Assure a competent public and personal health care workforce. 9. Evaluate effectiveness, accessibility and quality of personal and population-based health services. 10. Research for new insights and innovative solutions to health problems. 	

Town of Needham Performance Improvement Funding Request DSR-4				
Department – Division		Health Department		
Priority Request #		3		
EXPENDITURE DESCRIPTIONS				
<i>Duties and Responsibilities</i>				
Needham Health Department:				
<ul style="list-style-type: none"> • Provides assistance to the Director of Public Health in carrying out the care functions of public health by the department, i.e., needs assessment, policy development and assurance of service. • Identifies the need for health promotion and disease programs and works to meet these needs. • Represents the Health Department on interdepartmental committees and task forces, as assigned by the Director of Public Health. • Assists the Director of Public Health with the preparation of plans, reports, and program evaluation. • Assists in preparation of applications and in the operation of funded grant programs. 				
<i>Community</i>				
<ul style="list-style-type: none"> • Assists with assessing of the needs for health promotion and disease and disability prevention programs and coordinates department and community resources to meet those needs. • Assists with identifying needs related to access to public health and preventative service, develops and promotes programs to meet these needs. • Develops partnerships between the Health Department and town, state, non-governmental and other agencies and institutions. • Develops and coordinates health education programs and materials. • Assists with public relations and community education programs, as assigned. • Serves on advisory boards, committees, and coalitions as assigned. • Promotes health department services and programs. 				
<i>Other Responsibilities</i>				
<ul style="list-style-type: none"> • Performs other appropriate functions as assigned. 				
<i>Education and Experience</i>				
The PHPS must have a Master’s degree in public health or a related field. The PHPS also must have at least two years of experience in community health or public health administration, preferably in a local health agency. Valid Massachusetts’s driver’s license is also required. The position requires excellent oral and written communications skills and organizational skills.				
Classification	Amount	Frequency		Comment
		Recurring	One-Time	
PT-6	28,000	Yes		
TOTAL	28,000			

FY08 Department Spending Request

COMMUNITY SERVICES

Diversified Community Social Services

Fiscal Year 2008 Proposed Budget

Town of Needham Salary and Wage Summary DSR-2			
Department – Division		Diversified Community Social Services —Executive Summary	
Account	Current Number of Funded Positions (not f.t.e.'s)	FY 2008 Number of Positions (not f.t.e.'s)	Amount
1. Salary and Wage Full Time Positions	6	6	333,866
2. Salary and Wage Part Time Positions	3	3	99,590
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)			21,652
4. Salary and Wage Overtime (Itemized Below)			
5. Other Salary and Wages (Itemized Below)			
TOTAL			455,108
Line 3 Seasonal and Temporary Positions			
Outreach Worker 10 hrs. per week	1		10,893
Building Monitor, 19.5 hrs. per week	1		9,989
Recording Secretary, 4 hrs. per month	1		770
Line 4 Overtime			
Line 5 Other Salary and Wages			
SUB TOTAL			21,652
*			

Fiscal Year 2008 Proposed Budget

Town of Needham Salary and Wage Summary DSR-2			
Department – Division	Council on Aging		
Account	Current Number of Funded Positions (not f.t.e.'s)	FY 2008 Number of Positions (not f.t.e.'s)	Amount
1. Salary and Wage Full Time Positions	3	3	162,211
2. Salary and Wage Part Time Positions	1	1	35,892
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)			21,652
4. Salary and Wage Overtime (Itemized Below)			
5. Other Salary and Wages (Itemized Below)			
TOTAL			219,755
Line 3 Seasonal and Temporary Positions			
Outreach Worker 10 hrs. per week	1		10,893
Building Monitor, 19.5 hrs. per week	1		9,989
Recording Secretary, 4 hrs. per month	1		770
Line 4 Overtime			
Line 5 Other Salary and Wages			
SUB TOTAL			21,652
*			

Town of Needham Salary and Wage Summary DSR-2			
Department – Division	Veterans Services		
Account	Current Number of Funded Positions (not f.t.e.'s)	FY 2008 Number of Positions (not f.t.e.'s)	Amount
1. Salary and Wage Full Time Positions			
2. Salary and Wage Part Time Positions	1	1	36,042
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)			
4. Salary and Wage Overtime (Itemized Below)			
5. Other Salary and Wages (Itemized Below)			
TOTAL			36,042
Line 3 Seasonal and Temporary Positions			
Line 4 Overtime			
Line 5 Other Salary and Wages			
SUB TOTAL			
*			

Town of Needham Salary and Wage Summary DSR-2			
Department – Division	Youth Commission		
Account	Current Number of Funded Positions (not f.t.e.'s)	FY 2008 Number of Positions (not f.t.e.'s)	Amount
1. Salary and Wage Full Time Positions	3	3	171,655
2. Salary and Wage Part Time Positions	1	1	27,656
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)			
4. Salary and Wage Overtime (Itemized Below)			
5. Other Salary and Wages (Itemized Below)			
TOTAL			199,311
Line 3 Seasonal and Temporary Positions			
Line 4 Overtime			
Line 5 Other Salary and Wages			
SUB TOTAL			
*			

Town of Needham Expenditure Detail DSR-3			
Department – Division		Diversified Community Social Services-- Executive Summary Page	
Account	Description	Amount	Sub Total
Energy 5210			
Non-Energy Utilities 5230			
Repairs and Maintenance 5240		1,340	1,340
Rental and Leases 5270			
Other Property Related Services 5290		955	955
Professional and Technical 5300		1500	1500
Communications 5340		2,562	2,562
Recreation 5350			
Other Purchased Services 5380		1,800	1,800
A		Group Total	8,157
Energy Supplies 5410			
Office Supplies 5420		2,650	2,650
Building and Equipment Repair/Supplies 5430			
Custodial Supplies 5450		200	200
Groundskeeping Supplies 5460			
Vehicular Supplies 5480			
Food and Service Supplies 5490		1,050	1,050
Medical Supplies 5500			
Educational Supplies 5510		50	50
Public Works Supplies 5530			
Other Supplies & Equipment 5580		4,378	4,378
Travel & Conferences 5710		1,200	1,200
Dues and Subscriptions 5730		1,085	1,085
Veterans Benefits		20,000	20,000
B		Group Total	30,613
Capital Equipment Replacement 5850			0
C		Group Total	
TOTAL			38,770

Fiscal Year 2008 Proposed Budget

Town of Needham Expenditure Detail DSR-3			
Department – Division		Council on Aging	
Account	Description	Amount	Sub Total
Energy 5210			
Non-Energy Utilities 5230			
Repairs and Maintenance 5240	Photocopy service contract	1,340	1,340
Rental and Leases 5270			
Other Property Related Services 5290	Rug Cleaning	955	955
Professional and Technical 5300			
Communications 5340	Postage, printing	1,000	1,000
Recreation 5350			
Other Purchased Services 5380	Miscellaneous repairs	1,000	1,000
A		Group Total	4,295
Energy Supplies 5410			
Office Supplies 5420	Miscellaneous office supplies	1,650	1,650
Building and Equipment Repair/Supplies 5430			
Custodial Supplies 5450	Custodial supplies	200	200
Groundskeeping Supplies 5460			
Vehicular Supplies 5480			
Food and Service Supplies 5490	Miscellaneous paper good and products for SR. Center Programs	1,050	1,050
Medical Supplies 5500			
Educational Supplies 5510			
Public Works Supplies 5530			
Other Supplies & Equipment 5580	Miscellaneous expenses	900	900
Travel & Conferences 5710	Mileage reimbursement, conf. and registration	375	375
Dues and Subscriptions 5730	MCOA (Mass. Assoc. of COA's), NCOA/NISC, Springwell, Inc. MAOA (Mass. Assoc. of Older Americans), WSAP(West Sub. Alz. Part.), MGA (MA Geront. Ass.)	1,000	1,000
B		Group Total	5,175
Capital Equipment Replacement 5850			0
C		Group Total	
TOTAL			9,470

Fiscal Year 2008 Proposed Budget

Town of Needham Expenditure Detail DSR-3			
Department – Division		Veteran Services	
Account	Description	Amount	Sub Total
Energy 5210			
Non-Energy Utilities 5230			
Repairs and Maintenance 5240			
Rental and Leases 5270			
Other Property Related Services 5290			
Professional and Technical 5300			
Communications 5340	Stamps & PO Box	262	262
Recreation 5350			
Other Purchased Services 5380	Care of veterans lot at Needham cemetery	800	800
A		Group Total	1,062
Energy Supplies 5410			
Office Supplies 5420		200	200
Building and Equipment Repair/Supplies 5430			
Custodial Supplies 5450			
Groundskeeping Supplies 5460			
Vehicular Supplies 5480			
Food and Service Supplies 5490			
Medical Supplies 5500			
Educational Supplies 5510			
Public Works Supplies 5530			
Other Supplies & Equipment 5580	Grave markers and flags for veterans graves; Memorial day parade	3188	3,188
Travel & Conferences 5710			
Dues and Subscriptions 5730		60	60
Veteran Benefits	Food, medical, housing assistance	20,000	20,000
B		Group Total	23,448
Capital Equipment Replacement 5850			
C		Group Total	
TOTAL			24,510

Fiscal Year 2008 Proposed Budget

Town of Needham Expenditure Detail DSR-3			
Department – Division		Youth Commission	
Account	Description	Amount	Sub Total
Energy 5210			
Non-Energy Utilities 5230			
Repairs and Maintenance 5240			
Rental and Leases 5270			
Other Property Related Services 5290			
Professional and Technical 5300	To purchase programmatic and clinical consultation services	1,500	1,500
Communications 5340	To purchase stamps, envelopes, stationary, etc.	1,300	1,300
Recreation 5350			
Other Purchased Services 5380			
A		Group Total	2,800
Energy Supplies 5410			
Office Supplies 5420	To purchase basic office supplies --- paper, pens, folders, mailer, etc.	800	800
Building and Equipment Repair/Supplies 5430			
Custodial Supplies 5450			
Groundskeeping Supplies 5460			
Vehicular Supplies 5480			
Food and Service Supplies 5490			
Medical Supplies 5500			
Educational Supplies 5510	To purchase books, manuals, and literature regarding youth/family issues	50	50
Public Works Supplies 5530			
Other Supplies & Equipment 5580	For a variety of expenses including program materials and food, off-site printing, etc.	290	290
Travel & Conferences 5710	Travel: To reimburse staff/interns for work-related mileage when using their personal vehicles. Conferences: To pay for attendance at conferences on youth/family-related topics.	825	825
Dues and Subscriptions 5730	For professional subscriptions	25	25
B		Group Total	1,990
Capital Equipment Replacement 5850			
C		Group Total	
TOTAL			4,790

FY08 Department Spending Request

COMMUNITY SERVICES

Commission on Disabilities

Town of Needham Salary and Wage Summary DSR-2			
Department – Division		Commission on Disabilities	
Account	Current Number of Funded Positions (not f.t.e.'s)	FY 2008 Number of Positions (not f.t.e.'s)	Amount
1. Salary and Wage Full Time Positions			
2. Salary and Wage Part Time Positions			
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)			
4. Salary and Wage Overtime (Itemized Below)			
5. Other Salary and Wages (Itemized Below)			
TOTAL			
Line 3 Seasonal and Temporary Positions			
Line 4 Overtime			
Line 5 Other Salary and Wages			

Fiscal Year 2008 Proposed Budget

Town of Needham Expenditure Detail DSR-3			
Department – Division	Commission on Disabilities		
Account	Description	Amount	Sub Total
Energy 5210			
Non-Energy Utilities 5230			
Repairs and Maintenance 5240			
Rental and Leases 5270			
Other Property Related Services 5290			
Professional and Technical 5300			
Communications 5340	Postage and Printing	350	350
Recreation 5350			
Other Purchased Services 5380			
A	Group Total		350
Energy Supplies 5410			
Office Supplies 5420	Film, Office Supplies	200	200
Building and Equipment Repair/Supplies 5430			
Custodial Supplies 5450			
Groundskeeping Supplies 5460			
Vehicular Supplies 5480			
Food and Service Supplies 5490			
Medical Supplies 5500			
Educational Supplies 5510			
Public Works Supplies 5530			
Other Supplies & Equipment 5580			
Travel & Conferences 5710			
Dues and Subscriptions 5730			
B	Group Total		200
Capital Equipment Replacement 5850			
C	Group Total		0
TOTAL			550

FY08 Department Spending Request

COMMUNITY SERVICES

Historical Commission

Town of Needham Salary and Wage Summary DSR-2			
Department – Division	Historical Commission		
Account	Current Number of Funded Positions (not f.t.e.'s)	FY 2008 Number of Positions (not f.t.e.'s)	Amount
1. Salary and Wage Full Time Positions			
2. Salary and Wage Part Time Positions			
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)			
4. Salary and Wage Overtime (Itemized Below)			
5. Other Salary and Wages (Itemized Below)			
TOTAL			
Line 3 Seasonal and Temporary Positions			
Line 4 Overtime			
Line 5 Other Salary and Wages			

Fiscal Year 2008 Proposed Budget

Town of Needham Expenditure Detail DSR-3			
Department – Division		Historical Commission	
Account	Description	Amount	Sub Total
Energy 5210			
Non-Energy Utilities 5230			
Repairs and Maintenance 5240			
Rental and Leases 5270			
Other Property Related Services 5290			
Professional and Technical 5300			
Communications 5340	Postage and Copying	50	50
Recreation 5350			
Other Purchased Services 5380			
A	Group Total		50
Energy Supplies 5410			
Office Supplies 5420			
Building and Equipment Repair/Supplies 5430			
Custodial Supplies 5450			
Groundskeeping Supplies 5460			
Vehicular Supplies 5480			
Food and Service Supplies 5490			
Medical Supplies 5500			
Educational Supplies 5510			
Public Works Supplies 5530			
Other Supplies & Equipment 5580	Program Materials	200	
	Emblems and Plaques	300	500
Travel & Conferences 5710			
Dues and Subscriptions 5730			
B	Group Total		500
Capital Equipment Replacement 5850			
C	Group Total		0
TOTAL			550

FY08 Department Spending Request

COMMUNITY SERVICES

Library

Town of Needham Salary and Wage Summary DSR-2			
Department – Division		Library	
Account	Current Number of Funded Positions (not f.t.e.'s)	FY 2008 Number of Positions (not f.t.e.'s)	Amount
1. Salary and Wage Full Time Positions	14	14	743,670
2. Salary and Wage Part Time Positions			
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)			203,915
4. Salary and Wage Overtime (Itemized Below)			28,425
5. Other Salary and Wages (Itemized Below)			
TOTAL			976,010
Line 3 Seasonal and Temporary Positions			
This is for the Library's part-time staff, none of whom are benefit eligible (no permanent part-timers). See enclosed chart for hours and dates.			
Reference Librarians 18.44 per hour			
Library Assistants 14.23 per hour			
Library Pages 7.89 per hour			
Line 4 Overtime			
This is the amount needed to pay salaries of part-timers who work on Sundays; the rate is time and one half.		768.24 per Sunday x 37 Sundays=	28,425
Line 5 Other Salary and Wages			
See Chart Below			
SUB TOTAL			976,010

Fiscal Year 2008 Proposed Budget

**Town of Needham
Salary and Wage Summary
DSR-2**

Department – Division	Library						
Account	Current Number of Funded Positions (not f.t.e.'s)			FY 2008 Number of Positions (not f.t.e.'s)			Amount

	Adult Ref	Adult Circ	Adult Page	CR Ref	Cr Page	Tech Serv	Hours Total	Amount
Monday (46)	418 h 7,707.92	966 h 13,746.18	506 h 3,992.34	138 h 2,544.72	115 h 907.35	368 h 5,236.64	2,511	34,135.15
Tuesday (50)	350 h 6,454.00	1,175 h 16,720.25	550 h 4,339.50	150 h 2,766.00	125 h 986.25	400 h 5,692.00	2,750	36,958
Wednesday (51)	357 h 6,583.08	892.5 h 12,700.28	561 h 4,426.29	331.5 h 6,112.86	127.5 h 1,005.98	408 h 5,805.84	2,677.5	36,634.33
Thursday (51)	322 h 5,937.68	841.5 h 11,974.55	561 h 4,426.29	178.5 h 3,291.54	127.5 h 1,005.98	408 h 5,805.84	2,438.5	32,441.88
Friday (52)	338 h 6,232.72	546 h 7,769.58	442 h 3,487.38	156 h 2,876.64	130 h 1,025.70		1,612	21,392.02
Saturday-Winter (37)	196 h 3,614.24	1,036 h 14,742.28	296 h 2,335.44	133 h 2,452.52	111 h 875.79		1,772	24,020.27
Saturday-Summer(15)	210 h 3,872.40	420 h 5,976.60	120 h 946.80	105 h 1,936.20	45 h 355.05		900	13,087.05
Vac Fill-ins	108.5 h 2,000.74	77 h 1,095.71		28 h 516.32			213.5	3,612.77
Training/ Meeting	50 h 922.00	50 h 711.50					100	1,633.50
Total Hours	2,349.5 h	6,004 h	3,036 h	1,220 h	781 h	1,584 h		
FTE	1.2	3.07	1.55	0.62	0.4	0.81	14,974.5	
Total \$	43,324.78	85,436.93	23,954.04	22,496.80	6,162.10	22,540.32	7.65	203,914.97

This is a chart of library part-time hours. It does not include the hours worked by part-timers on Sundays. Sunday Salaries are listed on DSR-2 under "4" Salary and Wage overtime.

Fiscal Year 2008 Proposed Budget

Town of Needham Expenditure Detail DSR-3			
Department – Division	Library		
Account	Description	Amount	Sub Total
Energy 5210			
Non-Energy Utilities 5230			
Repairs and Maintenance 5240	Repair of Office Equipment and Computers	1,551	
Rental and Leases 5270			
Other Property Related Services 5290			
Professional and Technical 5300	Minuteman Library Network membership-48,106 Book Binding charges-4,000	52,106	
Communications 5340	Postage 1,500 Printing 1,500	3,000	
Recreation 5350			
Other Purchased Services 5380			
A		Group Total	56,657
Energy Supplies 5410			
Office Supplies 5420	Normal office supplies, plus book and AV processing supplies. Increased FY07 budget by 3.8% CPI	12,804	
Building and Equipment Repair/Supplies 5430			
Custodial Supplies 5450			
Groundskeeping Supplies			
Vehicular Supplies 5480			
Food and Service Supplies			
Medical Supplies 5500			
Educational Supplies 5510	This is the library's books, periodicals, and AV budget. Increased FY07 budget by 3.8% CPI	165,089	
Public Works Supplies			
Other Supplies & Equipment			
Travel & Conferences 5710	For staff expenses incurred attending workshops, Minuteman committee meetings, and other educational meetings, Increased FY07 budget by 8% for increased gas prices	432	
Dues and Subscriptions	For library director's American Library Association membership—this is actual cost	260	
B		Group Total	178,585
TOTAL			235,242

Town of Needham Performance Improvement Funding Request DSR-4				
Department – Division		Library		
Priority Request #		1		
PURPOSE OF THE REQUEST				
<p>This is a request to restore the 17.5-hour-a-week part-time Children’s Librarian that was cut in FY04. These hours are needed to handle the increased business in the children’s Room, to staff the Children’s Reference desk during lunch breaks on Saturdays, and to address two of the needs outlined in the library’s Long-Range Plan (children’s programming and picture based subject bibliographies). This position is currently being funded by the library trustees through the State Aid Account. Continued use of this fund for salary items will totally deplete the fund in a few years (see enclosed State Aid Account statement).</p>				
EXPECTED RESULTS				
<p>Better service to the children and parents of Needham (additional programs and children’s reference desk staffing), safer staffing of the Children’s Room (no periods of time without a staff member present)</p>				
EXPENDITURE DESCRIPTIONS				
17.5 hours per week x 52 weeks=910 hours x \$18.435 per hour=16,776				
Classification	Amount	Frequency		Comment
		Recurring	One-Time	
Salary & Wages	16,776	X		
TOTAL	16,776			
OTHER BUDGETARY IMPACTS				
Other Considerations		YES	NO	
Does this request include Technology?			X	
If so, has it been approved by the Technology Center?			X	
Will specialized training or licensing be required (beyond the initial funding)?			X	
Will additional supplies or services be required if this request is funded?			X	
Are those costs currently provided for in your department’s budget?			X	
What is the estimated annual cost for supplies and services connected with the equipment?				
If this request is funded will it produce new (additional) revenue for the Town?			X	
If this request is not funded will Town revenues be negatively impacted?			X	
Does this request address a documented health or safety issue (please explain)?		X		
Explanation				
<p>Having this position will result in being able to have a trained staff person in the Children’s Room at all times. A room containing children should not be unsupervised.</p>				

Town of Needham Performance Improvement Funding Request DSR-4				
Department – Division	Library			
Priority Request #	2			
PURPOSE OF THE REQUEST				
<p>This is a request for 20 hours of part-time help at the circulation desk (9-1, Monday-Friday). These hours are needed to handle the morning check-in of items returned in the return boxes during the hours that the library is closed and to check in items returned through the Metrowest delivery system (6-10 crates daily). With the opening of the new building, the desk staff was unable to keep up with check-in, check-out, and registration. Library circulation increased 18.1% during FY06, with the largest increase coming during April, May, and June (35% increase), the first months that the new library was open. These hours are currently being funded by the Library trustees through the State Aid Account. Continued use of this fund for salary items will totally deplete the fund in a few years (see enclosed State Aid statement).</p>				
EXPECTED RESULTS				
<p>Better service for the citizens of Needham. Customers will receive faster notification of reserved items ready for pickup. Items will be checked in a more timely manner and then will be available for people to check out. One way in which the library has been able to deal with an inadequate materials budget is to rely on quick turnaround. Without quick turnaround, the citizens of Needham will be very poorly served.</p>				
EXPENDITURE DESCRIPTIONS				
<p>Four hours per day x 5 days = 20 hours per week x 52 weeks = 1040 hours x 14.23 per hour = 14,799.</p>				
Classification	Amount	Frequency		Comment
		Recurring	One-Time	
Salary and Wages	14,799	X		
TOTAL	14,799			
OTHER BUDGETARY IMPACTS				
Other Considerations		YES	NO	
Does this request include Technology?			X	
If so, has it been approved by the Technology Center?			X	
Will specialized training or licensing be required (beyond the initial funding)?			X	
Will additional supplies or services be required if this request is funded?			X	
Are those costs currently provided for in your department's budget?			X	
What is the estimated annual cost for supplies and services connected with the equipment?				
If this request is funded will it produce new (additional) revenue for the Town?			X	
If this request is not funded will Town revenues be negatively impacted?			X	
Does this request address a documented health or safety issue (please explain)?			X	

Town of Needham Performance Improvement Funding Request DSR-4				
Department – Division		Library		
		3		
PURPOSE OF THE REQUEST				
<p>This is a request to hire a 19-hour-a-week page to do the Network Transfer Pick List. This is a multi-page list of items to be sent to other libraries to fill requests (average of 102 items per day). In FY06 Needham sent 26,662 items to other libraries, while receiving 32,089 items from other libraries to fill Needham requests. The person in this position also unpacks the 6-10 crates of books that Needham receives daily through the delivery system. This position is currently being funded by the Library trustees through the State Aid Account. Continued use of this fund for salary items will totally deplete the fund in a few years (see enclosed State Aid Account statement).</p>				
EXPECTED RESULTS				
<p>An efficient handling of network transfer requests. Resource sharing is an important facet of the Minuteman Library Network. To be effective it must be done efficiently—backups cause frustration for citizens who are waiting for materials.</p>				
EXPENDITURE DESCRIPTIONS				
<p>19 hours a week x 52 weeks = 988 hours x 7.89 per hour = 7,795.</p>				
Classification	Amount	Frequency		Comment
		Recurring	One-Time	
Salary and Wages	7,795	X		
TOTAL	7,795			
OTHER BUDGETARY IMPACTS				
Other Considerations			YES	NO
Does this request include Technology?				X
If so, has it been approved by the Technology Center?				X
Will specialized training or licensing be required (beyond the initial funding)?				X
Will additional supplies or services be required if this request is funded?				X
Are those costs currently provided for in your department's budget?				X
What is the estimated annual cost for supplies and services connected with the equipment?				
If this request is funded will it produce new (additional) revenue for the Town?				X
If this request is not funded will Town revenues be negatively impacted?				X
Does this request address a documented health or safety issue (please explain)?				X

Town of Needham Performance Improvement Funding Request DSR-4				
Department – Division		Library		
Priority Request #		4		
PURPOSE OF THE REQUEST				
<p>This is a request to add \$25,000 to the library’s materials budget (Educational Supplies 5510). The current budget is woefully inadequate, especially considering the library’s increasing circulation (18.1% in FY06, 35% during April, May, and June 2006). For comparative information on local libraries in Needham’s population range, see the enclosed chart.</p>				
EXPECTED RESULTS				
<p>An increase will allow the library to both purchase more of the items requested by Needham citizens and replace many of the library’s old worn-out items. This will result in better service to the citizens of Needham. The Town has a first-class library building; it should have a first-class collection in it.</p>				
EXPENDITURE DESCRIPTIONS				
<p>12,500 for children’s items 12,500 for adult and young adult items</p>				
Classification	Amount	Frequency		Comment
		Recurring	One-Time	
Educational Supplies	25,000	X		
TOTAL	25,000			
OTHER BUDGETARY IMPACTS				
Other Considerations			YES	NO
Does this request include Technology?				X
If so, has it been approved by the Technology Center?				X
Will specialized training or licensing be required (beyond the initial funding)?				X
Will additional supplies or services be required if this request is funded?			X	
Are those costs currently provided for in your department’s budget?			X	
What is the estimated annual cost for supplies and services connected with the equipment?				1,000
If this request is funded will it produce new (additional) revenue for the Town?				X
If this request is not funded will Town revenues be negatively impacted?				X
Does this request address a documented health or safety issue (please explain)?				X
Explanation to Answers Above				
<p>Additional library materials will require additional covers, barcodes, tape, security strips, etc.</p>				

Fiscal Year 2008 Proposed Budget

Town of Needham Performance Improvement Funding Request DSR-4																			
Department – Division		Library																	
Priority Request #		5																	
PURPOSE OF THE REQUEST																			
<p>This is a request to add part-time hours to the library’s budget, so that the library will be able to staff the reference, circulation, and children’s desks and open the building to the public at 9:00 a.m., Monday –Friday. Currently the library opens on those days at 10:00 a.m. The full-time staff arrives at 9:00 a.m. and uses the hour from 9-10:00 to start up the computer systems, print reports, and deal with problems left from the day before. The part-time staff arrives at 10:00 to staff the reference, children’s and circulation desks. To open at 9:00 it would be necessary for one full-time person to arrive at 8:30 and start up the systems and the part-time staff to arrive at 9:00. With the part-timers staffing the public desks, the full-timers would be able to run reports and deal with problems. A part-timer would start at 9:00 for only those positions where one is currently scheduled to work at 10:00. Part-timers do not cover all public desks every morning, so opening at 9:00 will have an impact on the full-time staff also. Many people are knocking at the library’s doors, trying to get in before 10:00. There are many days when there are 10 or more people waiting to get into the building at 10:00 a.m., and this does not take into account the many people who come to the door, find it locked, and then leave. One summer morning there were 25 people waiting to get in. After spending so much money to build a beautiful, functional building it seems a shame to not open it the maximum number of hours possible.</p>																			
EXPECTED RESULTS																			
<p>Better customer service Increased circulation of materials Faster turnaround of materials (patrons will not have to use the return slots where materials pile up for hours) Less materials placed in the return slots will result in less damage to materials and less work for staff in emptying the return bins</p>																			
EXPENDITURE DESCRIPTIONS																			
<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;">For FY08: Reference—</td> <td style="width: 20%;">46 hours x 18.44 per hour</td> <td style="width: 10%; text-align: right;">848</td> <td style="width: 10%;"></td> </tr> <tr> <td>Children’s—</td> <td>98 hours x 18.44 per hour</td> <td style="text-align: right;">1,807</td> <td></td> </tr> <tr> <td>Circulation Desk—</td> <td>500 hours x 14.23 per hour</td> <td style="text-align: right;">7,115</td> <td></td> </tr> <tr> <td></td> <td style="text-align: right;">Total</td> <td></td> <td style="text-align: right;">9,770</td> </tr> </table>				For FY08: Reference—	46 hours x 18.44 per hour	848		Children’s—	98 hours x 18.44 per hour	1,807		Circulation Desk—	500 hours x 14.23 per hour	7,115			Total		9,770
For FY08: Reference—	46 hours x 18.44 per hour	848																	
Children’s—	98 hours x 18.44 per hour	1,807																	
Circulation Desk—	500 hours x 14.23 per hour	7,115																	
	Total		9,770																
Classification	Amount	Frequency		Comment															
		Recurring	One-Time																
Salary and Wages	9,770	X																	
TOTAL	9,770																		
OTHER BUDGETARY IMPACTS																			
Other Considerations			YES	NO															
Does this request include Technology?				X															
If so, has it been approved by the Technology Center?				X															
Will specialized training or licensing be required (beyond the initial funding)?				X															
Will additional supplies or services be required if this request is funded?				X															
Are those costs currently provided for in your department’s budget?				X															
What is the estimated annual cost for supplies and services connected with the equipment?																			
If this request is funded will it produce new (additional) revenue for the Town?				X															

Fiscal Year 2008 Proposed Budget

Town of Needham Performance Improvement Funding Request DSR-4		
Department – Division	Library	
Priority Request #	5	
If this request is not funded will Town revenues be negatively impacted?		X
Does this request address a documented health or safety issue (please explain)?		X

FY08 Department Spending Request

COMMUNITY SERVICES

Park & Recreation

Fiscal Year 2008 Proposed Budget

Town of Needham Expenditure Detail DSR-3			
Department – Division		Park and Recreation: Administration	
Account	Description	Amount	Sub Total
Energy 5210			0
Non-Energy Utilities 5230			0
Repairs and Maintenance 5240			0
Rental and Leases 5270			0
Other Property Related Services 5290			0
Professional and Technical 5300	Training	200	200
Communications 5340	Printing: letterhead, envelopes, pamphlets, information, maps, summer brochure	1,000	
	Postage	4,000	
	Phones: Nextel, recording, Cricket	2,000	7,000
Recreation 5350			0
Other Purchased Services 5380	Miscellaneous: photo development, equipment repair	500	500
A		Group Total	7,700
Energy Supplies 5410			
Office Supplies 5420	Office supplies	1,200	1,200
Building and Equipment Repair/Supplies 5430			0
Custodial Supplies 5450			0
Groundskeeping Supplies 5460			0
Vehicular Supplies 5480			0
Food and Service Supplies			0
Medical Supplies 5500			0
Educational Supplies 5510			0
Public Works Supplies			0
Other Supplies & Equipment 5580	Office equipment	500	
	Informational handouts	100	600
Travel & Conferences 5710	In-State reimbursement: Assistant Director	800	
	Conferences:	2,000	2,800
Dues and Subscriptions 5730	Memberships: associations, local organizations	600	
	Subscriptions	100	700
B		Group Total	5,300
Capital Equipment			
C		Group Total	
TOTAL			13,000

Fiscal Year 2008 Proposed Budget

Town of Needham Expenditure Detail DSR-3			
Department – Division		Park and Recreation: Summer Programs	
Account	Description	Amount	Sub Total
Energy 5210			0
Non-Energy Utilities 5230			0
Repairs and Maintenance 5240			0
Rental and Leases 5270			0
Other Property Related Services 5290			0
Professional and Technical 5300	Special events at summer programs CPR/First Aid Training	1,000 200	1,200
Communications 5340	Summer brochure printing	700	2,000
	Printing: forms, registration, fact sheets, calendars	800	
	Cricket phone – summer	100	
	Summer Nextels	400	
Recreation 5350			0
Other Purchased Services 5380	Bus rentals		3,000
A		Group Total	6,200
Energy Supplies 5410			0
Office Supplies 5420			0
Building and Equipment Repair/Supplies 5430			0
Custodial Supplies 5450			0
Groundskeeping Supplies 5460			0
Vehicular Supplies 5480			0
Food and Service Supplies 5490	Snacks for programs	2,500	2,500
Medical Supplies 5500	First aid supplies	100	100
Educational Supplies 5510			0
Public Works Supplies 5530			0
Other Supplies & Equipment 5580	Arts and Crafts materials	1,500	3,800
	Recreation/Sports equipment	1,000	
	Staff/volunteer shirts	1,200	
	Training materials	100	
Travel & Conferences 5710	Supervisor mileage	800	800
Dues and Subscriptions 5730			0
B		Group Total	7,200
Capital Equipment			
C		Group Total	
TOTAL			13,400

Fiscal Year 2008 Proposed Budget

Town of Needham Expenditure Detail DSR-3			
Department – Division		Park and Recreation: Camp Property	
Account	Description	Amount	Sub Total
Energy 5210	Electricity		75
Non-Energy Utilities 5230			0
Repairs and Maintenance 5240	Private contractor(s) for repairs to buildings and grounds		150
Rental and Leases 5270			0
Other Property Related Services 5290			0
Professional and Technical 5300			0
Communications 5340			0
Recreation 5350			0
Other Purchased Services 5380			0
A		Group Total	225
Energy Supplies 5410			
Office Supplies 5420			0
Building and Equipment Repair/Supplies 5430	Supplies for repairs to buildings and grounds		500
Custodial Supplies 5450			0
Groundskeeping Supplies 5460			0
Vehicular Supplies 5480			0
Food and Service Supplies 5490			0
Medical Supplies 5500			0
Educational Supplies 5510			0
Public Works Supplies 5530			0
Other Supplies & Equipment 5580			0
Travel & Conferences 5710			0
Dues and Subscriptions 5730			0
B		Group Total	500
Capital Equipment Replacement 5850			
C		Group Total	
TOTAL			725

Fiscal Year 2008 Proposed Budget

Town of Needham Expenditure Detail DSR-3			
Department – Division		Park and Recreation: Parks	
Account	Description	Amount	Sub Total
Energy 5210	Town Forest skating lights		500
Non-Energy Utilities 5230			0
Repairs and Maintenance 5240	Playground maintenance/inspection Rest room cleaning contractor Plumbing contractor Fence repair, alarm repair, batting cage net	13,000 10,000 1,500 500	25,000
Rental and Leases 5270			0
Other Property Related Services 5290			0
Professional and Technical 5300			0
Communications 5340	Printing: permit forms, permits, information booklets	500	500
Recreation 5350			0
Other Purchased Services 5380	Misc: Walker Pond – partial treatment or assistance with state permits	1500	1,500
A		Group Total	27,500
Energy Supplies 5410			
Office Supplies 5420			0
Building and Equipment Repair/Supplies 5430	Supplies for park building repairs; Misc	1000	1,000
Custodial Supplies 5450			0
Groundskeeping Supplies 5460			0
Vehicular Supplies 5480			0
Food and Service Supplies 5490			0
Medical Supplies 5500			0
Educational Supplies 5510			0
Public Works Supplies 5530			0
Other Supplies & Equipment 5580		12,000	12,000
Travel & Conferences 5710			0
Dues and Subscriptions 5730			0
B		Group Total	13,000
Capital Equipment Replacement 5850			
C		Group Total	
TOTAL			40,500

Fiscal Year 2008 Proposed Budget

Town of Needham Expenditure Detail DSR-3			
Department/Division		Park and Recreation: Rosemary Pool	
Account	Description	Amount	Sub Total
Energy 5210	Gas – water heaters	1500	
	Electricity	8500	10,000
Non-Energy Utilities 5230			0
Repairs and Maintenance 5240	Pump specialist	2,000	
	Plumber	2,500	
	Irrigation Specialist	500	
	Electrician	500	5,500
Rental and Leases 5270			0
Other Property Related Services 5290			0
Professional and Technical	CPR/First Aid/Lifeguard Certification Training	200	200
Communications 5340	Printing: forms, manuals, information, registration, summer brochure	1,500	
	Phones: booth, payphone, Nextel	1,200	2,700
Recreation 5350			0
Other Purchased Services	Trash pick-up	1,000	1,000
A		Group Total	19,400
Energy Supplies 5410			0
Office Supplies 5420			0
Building and Equipment Repair/Supplies 5430	Pool paint	2,800	
	Pool chemicals	2,000	
	Carpentry/repair/safety supplies	600	5,400
Custodial Supplies 5450	Cleaning, restroom supplies	800	800
Groundskeeping Supplies			0
Vehicular Supplies 5480			0
Food and Service Supplies	Special event food	100	100
Medical Supplies 5500	First Aid	100	100
Educational Supplies 5510			0
Public Works Supplies			0
Other Supplies & Equipment 5580	Chlorine, diatomaceous earth	14,000	
	Swim suits, hats, whistles – state requirement	1,200	
	Staff shirts	500	
	Pool passes	1,000	
	Admission bands	200	
	Safety equipment	400	
	Swim lesson certification materials	150	17,450
Travel & Conferences 5710			0
Dues and Subscriptions			0
B		Group Total	\$23,850
Capital Equipment			
C		Group Total	\$0
TOTAL			\$43,250

Town of Needham Performance Improvement Funding Request DSR-4				
Department – Division		Park and Recreation Commission and Department		
Priority Request #		1 of 1		
PURPOSE OF THE REQUEST				
Restore two counselor positions to summer programs to deal with increasing registrations at Mini- Evergreen Adventure (ages 3-5) and Summer Playground Program (ages 5-10).				
EXPECTED RESULTS				
With additional staff, registration limits at Mini-Evergreen will be increased, with the potential of increasing the revenue generated from each program. The Summer Playground Program has the highest number of daily participants, and safety and creative programming will increase with the additional staff member. This past summer, Mini-Evergreen had weekly waitlists. The first three weeks of morning sessions had more than 25 on the list. Being able to add 5 children in the mornings and 5 in the afternoons will reduce the waitlist and increase revenue by about \$5,000.				
EXPENDITURE DESCRIPTIONS				
The requested funds are to pay for two summer counselor salaries.				
Recreation Specialist 1 33 hours/week 9 weeks \$8.69/hour no overtime/benefits				
Recreation Specialist 1 33 hours/week 9 weeks \$8.69/hour no overtime/benefits				
Classification	Amount	Frequency		Comment
		Recurring	One-Time	
Rec. Specialist 1	2,600	X		Mini-Evergreen
Rec. Specialist 1	2,600	X		Playground
TOTAL	5,200			
OTHER BUDGETARY IMPACTS				
Other Considerations			YES	NO
Does this request include Technology?				X
If so, has it been approved by the Technology Center?				N.A.
Will specialized training or licensing be required (beyond the initial funding)?				X
Will additional supplies or services be required if this request is funded?				X
Are those costs currently provided for in your department's budget?				N.A.
What is the estimated annual cost for supplies and services connected with the equipment?				N.A.
If this request is funded will it produce new (additional) revenue for the Town?			X	
If this request is not funded will Town revenues be negatively impacted?			X	
Does this request address a documented health or safety issue (please explain)?			X	
Explanations				
The Playground Program can have 70-80/day children spread across the site with 5 staff. Six staff members will provide an extra level of safety.				

FY08 Department Spending Request

COMMUNITY SERVICES

Memorial Park

Fiscal Year 2008 Proposed Budget

Town of Needham Expenditure Detail DSR-3			
Department – Division	Trustees of Memorial Park		
Account	Description	Amount	Sub Total
Energy 5210			
Non-Energy Utilities 5230			
Repairs and Maintenance 5240			
Rental and Leases 5270			
Other Property Related Services 5290			
Professional and Technical 5300			
Communications 5340	Telephone and Printing		200
Recreation 5350			
Other Purchased Services 5380			
A	Group Total		200
Energy Supplies 5410			
Office Supplies 5420			
Building and Equipment Repair/Supplies 5430	Memorial Park equipment		100
Custodial Supplies 5450			
Groundskeeping Supplies 5460	Landscaping, flowers		200
Vehicular Supplies 5480			
Food and Service Supplies 5490			
Medical Supplies 5500			
Educational Supplies 5510			
Public Works Supplies 5530			
Other Supplies & Equipment 5580			
Travel & Conferences 5710			
Dues and Subscriptions 5730			
B	Group Total		300
Capital Equipment Replacement 5850			
C	Group Total		0
TOTAL			500

Town of Needham Performance Improvement Funding Request DSR-4				
Department – Division		Trustees of Memorial Park		
Priority Request #		# 1		
PURPOSE OF THE REQUEST				
<p>The Trustees operating budget has been set at 500 for many years, making it difficult to keep up with increases in costs.</p> <p>The purpose of this request is to add additional funds so that purchases can be made that will pay appropriate tribute to all the Needham veterans.</p>				
EXPECTED RESULTS				
EXPENDITURE DESCRIPTIONS				
<p>Additional funds for flowers and landscaping for memorial areas</p> <p>Additional funds for building supplies to create interior memorials – framed photos of the park and memorial services</p>				
Classification	Amount	Frequency		Comment
		Recurring	One-Time	
Expenses	250	X		
TOTAL				
OTHER BUDGETARY IMPACTS				
Other Considerations			YES	NO
Does this request include Technology?				X
If so, has it been approved by the Technology Center?				N.A.
Will specialized training or licensing be required (beyond the initial funding)?				X
Will additional supplies or services be required if this request is funded?				X
Are those costs currently provided for in your department’s budget?				X
What is the estimated annual cost for supplies and services connected with the equipment?				
If this request is funded, will it produce new (additional) revenue for the Town?				X
If this request is not funded will Town revenues be negatively impacted?				X
Does this request address a documented health or safety issue (please explain)?				X
Explanation				
As a special place that serves to memorialize the contributions to our nation by the residents who have served in the military, and particularly those who have lost their lives, it is important to keep the park in proper condition.				

FY08 Department Spending Request

ENTERPRISE FUNDS

Solid Waste Recycling Enterprise

Town of Needham Salary and Wage Summary DSR-2			
Department – Division	Dept. of Public Works/Solid Waste/Recycling Enterprise Fund		
Account	Current Number of Funded Positions (not f.t.e.'s)	FY 2008 Number of Positions (not f.t.e.'s)	Amount
1. Salary and Wage Full Time Positions	8	8	370,129
2. Salary and Wage Part Time Positions	1	1	27,792
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)			5,492
4. Salary and Wage Overtime (Itemized Below)			131,138
5. Other Salary and Wages (Itemized Below)			
TOTAL			534,551
Line 3 Seasonal and Temporary Positions			
Temporary Help (Summer) 13 weeks	5,492	5,492	
			5,492
Line 4 Overtime			
Scheduled overtime	58,575	58,575	
Additional help on Saturday including paint collections & HHWD	42,932	42,932	
Vacation backfills	5,660	5,660	
Leaf Sundays	3,983	3,983	
Equipment maintenance	18,734	18,734	
Landfill flare inspection & maintenance	1,254	1,254	131,138
Line 5 Other Salary and Wages			
SUB TOTAL			136,630

Fiscal Year 2008 Proposed Budget

Town of Needham Expenditure Detail DSR-3			
Department/Division	Department of Public Works/Solid Waste Recycling Enterprise Fund		
Account	Description	Amount	Sub Total
Energy 5210	Electricity and Transmission Charges		23,760
Non-Energy Utilities 5230			
Repairs and Maintenance 5240	Equipment – Trucks, loaders, trailers, crane, containers, tarps, etc.	25,700	
	Building – Plumbing, Electrical, overhead doors, etc,	8,000	
	Facility – Extermination services, septic services, scale maintenance etc.	9,500	43,200
Rental and Leases 5270	Uniforms	2,800	
	Trailer (Employee) and misc. equipment	4,700	
	Landfill equipment rental	2,000	9,500
Other Property Related Services 5290	MSW Disposal	751,680	
	Transportation	92,340	
	Ash Disposal (SNCR/Pacis)	7,075	
	Material Separation	5,050	
	Air Quality Improvements (Wes Phix)	11,125	
	Change in Law – Capital Landfill Cost	3,680	
	Air Quality Improvements (Not covered by grant)	4,050	875,000
Professional and Technical 5300	Soil testing and unforeseen transfer cost	1,000	
	Transfer Station Inspections	2,500	
	Sampling and testing of all groundwater monitoring wells and gas wells	34,000	37,500
Communications 5340	Telephones	350	
	Pagers	1,800	
	Advertising	750	
	Sticker Applications/Waste Ban mailings	3,900	6,800
Other Purchased Services 5380	Transportation and Disposal	0	
	Mixed Paper	0	
	Commingle Containers	0	
	Corrugated Cardboard	0	
	Metals – (No tipping fee-transportation by town)		
	Brush Grinding	18,400	
	Log Grinding	6,000	
	Compost Processing	0	
	Yard Waste Disposal	0	
	Paint Disposal	16,400	
	Universal Waste Disposal	6,000	
	Waste Oil Disposal	2,000	
	Tire Disposal	2,700	
	Freon Removal	4,200	
	Propane Tank Disposal	1,000	
	Landfill mowing and general maintenance	7,500	64,200

Fiscal Year 2008 Proposed Budget

Town of Needham Expenditure Detail DSR-3			
Department/Division		Department of Public Works/Solid Waste Recycling Enterprise Fund	
Account	Description	Amount	Sub Total
A		Group Total	1,059,960
Energy Supplies 5410			
Office Supplies 5420	Standard office supplies	700	
	Computer paper	800	
	Billing forms	500	2,000
Building and Equipment Repair/Supplies 5430	Equipment – Parts for all equipment including tires, etc.	12,000	
	Buildings – Overhead doors, fire alarm, etc,	5,500	
	Disposal Stickers	2,500	
	Facility – Gates, signs, etc.	1,500	21,500
Custodial Supplies 5450	Cleaners	1,000	
	Brooms, mops, and other implements	300	
	Soap, paper products	200	1,500
Groundskeeping Supplies			
Vehicular Supplies 5480	Fuel	44,900	
	Fuel additives and fluids	3,800	
	Automotive parts	1,300	50,000
Educational Supplies 5510			
Public Works Supplies 5530	Paint	1,500	
	Carpentry supplies	2,500	
	Calcium chloride, speedy dry, and other expendable supplies	4,000	
	Trailer tarps and bungies etc.	2,750	
	<i>Parts for landfill flares (igniter rods, batteries, flame arrestors, diverters etc.)</i>	800	
			11,550
Other Supplies & Equipment 5580	Clothing allowance	2,240	
	Prescription safety glasses	300	
	Licensing	540	
	PPT Large bags (382,000)	56,700	
	PPT Small bags (120,750)	10,500	
	Material Sales Tax (To MA DOR)	400	70,680
Travel & Conferences 5710	Conferences meetings and seminars	2,000	
	Work related travel in and out of state	1,550	3,550
Dues and Subscriptions 5730	APWA	125	
	SWANA	275	
	US Composting Council	250	
	Waste News	25	
	Composting News	85	760
Other – Health & Safety 5670	Hard hats & vests	75	
	Dust masks & Eye protection	80	
	Gloves (leather palm, latex, puncture resistant, non-absorbing rubber)	520	
	Rain gear & aprons	200	
	Spill kits	300	1,175
B		Group Total	162,715
Capital Equipment	Transfer Trailer Replacement - Annual		58,000
		Group Total	58,000
TOTAL			1,280,675

FY08 Department Spending Request

ENTERPRISE FUNDS

Sewer Enterprise

Town of Needham Salary and Wage Summary DSR-2			
Department – Division	Sewer Division		
Account	Current Number of Funded Positions (not f.t.e.'s)	FY 2008 Number of Positions (not f.t.e.'s)	Amount
1. Salary and Wage Full Time Positions	9.2	9.2	444,779
2. Salary and Wage Part Time Positions			
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)			15,131
4. Salary and Wage Overtime (Itemized Below)			78,818
5. Other Salary and Wages (Itemized Below)			
TOTAL			538,728
Line 3 Seasonal and Temporary Positions			
Two Seasonal Help			15,131
Line 4 Overtime			
Standby (on call)			23,915
Pumping Stations			34,777
Investigations, Blockages and Equipment Failure (Historically)			10,876
Night Sewer Cleaning (Flushing, CCTV)			9,250
Line 5 Other Salary and Wages			
SUB TOTAL			93,949

Town of Needham Expenditure Detail DSR-3			
Department/Division		SEWER ENTERPRISE FUND	
Account	Description	Amount	Sub Total
Energy 5210	Electricity	100,341	100,341
Non-Energy Utilities 5230			
Repairs and Maintenance 5240	Alden Rd Pump Station	3,000	26,600
	West St Pump Station	4,300	
	Reservoir B Pump Station	4,000	
	Kendrick St Pump Station	3,000	
	G.P.A. Pump Station	4,300	
	Trench restoration	8,000	
Rental and Leases 5270	Uniform Rentals	2,000	2,000
Other Property Related Services 5290			
Professional and Technical 5300	Consultants	6,500	21,500
	Special Services	1,000	
	Electric Evaluations	4,000	
	MWRA Mandated Testing	10,000	
Communications 5340	Telephones, Nextel, Radios, Batteries	6,413	8,029
	Telemetry / Emergency Dialers (Pump Sta.)	530	
	Printing	250	
	Legal Notices	200	
	Legal Notices	636	
	Postage		
Recreation 5350			
Other Purchased Services 5380	Construction Services	3,500	12,500
	Special Pump Station Cleaning Services	6,000	
	Investigations, Blockages, and Equipment Failure	3,000	
A	Group Total		170,970
Energy Supplies 5410			
Office Supplies 5420	Paper Products	400	700
	Office Supplies	300	
Building and Equipment Repair/Supplies 5430	Pump Station Supplies	1,800	3,800
	Paint and Supplies	1,500	
	Window Repairs and Vandalism	500	
Custodial Supplies 5450			
Groundskeeping Supplies 5460	Grass Seed and Fertilizer	250	250
Vehicular Supplies 5481	Diesel and Gasoline	24,182	24,182
Food and Service Supplies 5490			
Medical Supplies 5500			
Educational Supplies 5510			

Fiscal Year 2008 Proposed Budget

Town of Needham Expenditure Detail DSR-3			
Department/Division		SEWER ENTERPRISE FUND	
Account	Description	Amount	Sub Total
Public Works Supplies 5530	Large Tools	1,500	
	Hand Tools	3,000	
	Pump Replacement Parts	8,000	
	Testing Equipment	600	
	Hardware Supplies	3,000	
	Mainline Sewer Pipe	1,200	
	Pipe for Services (PVC)	300	
	Special Flushing and Roding Tools	1,000	
	CCTV Truck Repair Parts and Supplies	6,500	
	Manhole Frames and covers	5,000	
	Precast manholes and barrel blocks	3,000	
	Crushed Stone	1,100	
	Sand	300	
	Sewer Bricks	500	
	Bagged Cement	500	
Asphalt	3,500		
			39,000
Other Supplies & Equipment 5580	Medical Supplies	175	
	Safety Clothing	2,775	
	Clothing Allowance (per Bargaining Agreement)	2,738	
			5,688
Travel & Conferences 5710	Training	1,350	
	Seminars	1,600	
			2,950
Dues and Subscriptions 5730	APWA/ NEWEA/ WEF	1,250	1,250
All other Expenses 5780	Health/ Safety Training and Equipment	1,800	
	License Renewals	420	
	Investigations, Blockages and Equipment Failure	3,000	
			5,220
B		Group Total	83,040
Capital Equipment Replacement 5870	Pump Replacement Program	25,000	25,000
C		Group Total	25,000
TOTAL			279,010

FY08 Department Spending Request

ENTERPRISE FUNDS

Water Enterprise

Town of Needham Salary and Wage Summary DSR-2			
Department – Division	Water Enterprise Fund		
Account	Current Number of Funded Positions (not f.t.e.'s)	FY 2008 Number of Positions (not f.t.e.'s)	Amount
1. Salary and Wage Full Time Positions	14.5	14.5	663,992
2. Salary and Wage Part Time Positions			
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)			15,319
4. Salary and Wage Overtime (Itemized Below)			200,747
5. Other Salary and Wages (Itemized Below)			
TOTAL			880,058
Line 3 Seasonal and Temporary Positions			
Two Seasonal Help			15,319
Line 4 Overtime			
Standby (on call)			37,945
Charles River Water Treatment Facility and Wells			33,840
Main Breaks, Service Leaks and Equipment Failure (Historical)			44,340
Uni-Directional Hydrant Flushing			74,189
Dry Testing Program			10,433
Line 5 Other Salary and Wages			
SUB TOTAL			216,066

Fiscal Year 2008 Proposed Budget

Town of Needham Expenditure Detail DSR-3			
Department/Division	WATER ENTERPRISE FUND		
Account	Description	Amount	Sub Total
Energy 5210	Electricity (5 pump stations, a treatment plant, and 2 stand pipes)	298,000	298,000
Non-Energy Utilities 5230			
Repairs and Maintenance 5240	Maintenance Contracts: Fire/ Security Monitoring Simplex HVAC Heating System – estimate Generator Distribution Maintenance	600 1,000 1,000 1,000 1,500 500	5,600
Rental and Leases 5270	Uniform Rentals	3,200	3,200
Other Property Related Services 5290			
Professional and Technical 5300	1. EPA Testing: VOC/TTHM/HAA5, , Fluoride, Secondary Contaminants, SOC, IOC, Radionuclides / Radon, Nitrate / Nitrite, Lead & Copper , Sodium, 2. Stage 2 DBR (New EPA Mandate) 3. Unregulated Contaminate Monitoring Rule (UCMR) (New EPA Mandate) 4. Perchlorate (New EPA Mandate) 5. MWRA Testing: CRWTF Sewer Discharge Permit at Location 0101 & 0102 • Quarterly - TSS/Metals • Monthly - TSS • Yearly - TSS/Metals 6. CRWTF Sewer Residuals – MWRA 7. Maint. contract for instrumentation 8. Well/Pump Performance Testing 9. Leak detection 10. Filter Media Testing (New 1,200) Certified Testing Labs (incl. Lead and copper testing)	13,900 14,000 6,600 300 1,300 1,800 10,000 1,800 10,000 1,200 14,500	75,400
Communications 5340	Telephone, Nextel, Radios, Batteries Telemetry / Emergency Dialers (Pump Sta.) Printing (CCR & misc.) Legal Notices Postage (CCR & misc.)	7,950 2,120 6,600 200 1,880	18,750
Recreation 5350			
Other Purchased Services	Construction Services (lic. Plumbers & police		

Fiscal Year 2008 Proposed Budget

Town of Needham Expenditure Detail DSR-3			
Department/Division		WATER ENTERPRISE FUND	
Account	Description	Amount	Sub Total
5380	details) Main Breaks, Service Leaks & Equip Failure	5,000 11,000	16,000
A	Group Total		416,950
Energy Supplies 5410			
Office Supplies 5420	Paper Products Office Supplies	400 850	1,250
Building and Equipment Repair/Supplies 5430	Chemical Feed System: Chemical Feed Pump Kits Oil CPVC Pipe and Valves Process Analyzers Charles River Well Stations: Well #3 – air release valve Motor Oil Paint and Supplies	2,100 100 600 1,000 350 250 500	4,900
Custodial Supplies 5450	Dedham Ave Pump Station Saint Mary's Pump Station CRWTF	150 150 650	950
Grounds Keeping Supplies 5460	Grass Seed and Fertilizer	600	600
Vehicular Supplies 5481	Diesel and Gasoline	18,250	18,250
Food and Service Supplies 5490			
Medical Supplies 5500			
Educational Supplies 5510			
Public Works Supplies 5530	Laboratory Chemicals: Reagents Laboratory Equipment: (3) Bench top analyzer probes Epure Cartridges Glassware Process analyzer parts Treatment Process Chemicals: Sodium Hypochlorite Sodium Hydroxide Potassium Permanganate Hydrofluosilicic Acid Phosphate Hand Tools Hardware Supplies Water Meters (various sizes) Meter Parts (various sizes) Meter Couplings Water Services: Brass Fittings (service connections)	13,100 900 1,400 200 800 17,730 127,920 6,200 13,900 13,000 6,000 4,500 50,000 23,150 5,200 13,000	

Fiscal Year 2008 Proposed Budget

Town of Needham Expenditure Detail DSR-3			
Department/Division		WATER ENTERPRISE FUND	
Account	Description	Amount	Sub Total
	Copper Tubing	7,500	
	Service Valves/ Boxes	7,000	
	Repair Sleeves	1,500	
	Water Mains:		
	Gate Valves	4,500	
	Hydrant Parts/ Boxes	3,000	
	Repair Sleeves	2,500	
	Gravel / Flowable Fill	11,000	
	Asphalt	10,000	
			344,000
Other Supplies & Equipment 5580	Medical Supplies	400	
	CRWTF Supplies	600	
	Safety Clothing	3,270	
	Clothing Allowance (per Bargaining Agreement)	3,180	
			7,450
Travel & Conferences 5710	Training	4,850	
	Seminars	2,000	
			6,850
Dues and Subscriptions 5730	Certification Courses: APWA/ NEWWA/ AWWA	2,500	
			2,500
All Other Expenses 5780	Other (DEP, SDWA)	12,000	
	Main Breaks, Service Breaks, Equip Failure	6,000	
	Certificates/ Licenses	1,600	
	Health and Safety Training/ Equipment	1,000	
			20,600
B		Group Total	407,350
Capital Equipment Replacement 5870	Other:		
	Hydrants	5,000	
	Large Water Mains	7,500	
	Large Gate Valves	2,500	
	Special Projects	5,000	
			20,000
C		Group Total	20,000
TOTAL			844,300

Town of Needham Performance Improvement Funding Request DSR-4				
Department – Division		Water Enterprise fund		
Priority Request # 1		Trench Restoration (2nd. Request)		
PURPOSE OF THE REQUEST				
This request is for asphalt trench paving by contractor. The work generated by the Water & Sewer Division by replacing water services, fire hydrants and small diameter water mains exceeds the division's ability to efficiently and productively restore the road surface to its original condition.				
EXPECTED RESULTS				
A paving contractor will pave all roadway excavations.				
EXPENDITURE DESCRIPTIONS				
Paving contract services will be procured according to accepted procurement procedures.				
Classification	Amount	Frequency		Comment
		Recurring	One-Time	
Purchase of Services	50,000	X		
TOTAL	50,000			

Town of Needham Performance Improvement Funding Request DSR-4				
Department – Division		Water Enterprise fund		
Priority Request # 2		Commercial Meter Replacement Program		
PURPOSE OF THE REQUEST				
<p>The program began in April 2005 by replacing commercial meters with MIU radio readers to accommodate monthly readings to produce monthly bills. Phase 1 was completed by January 1st. 2006 and monthly billing of all commercial accounts began.</p> <p>The phase 2 program will bring commercial & municipal to 100%, this request is for the completion of the commercial monthly reading program implemented in CY05.</p>				
EXPECTED RESULTS				
EXPENDITURE DESCRIPTIONS				
<ul style="list-style-type: none"> • Commercial Meters Replaced w/Radio Devices 35,000 • Municipal Meters Replaced w/Radio Devices 25,000 				
Classification	Amount	Frequency		Comment
		Recurring	One-Time	
Purchase of Services	60,000		X	
TOTAL	60,000			

Town of Needham Performance Improvement Funding Request DSR-4				
Department – Division		Water Enterprise fund		
Priority Request # 3		Well & Pump Rehabilitation Program		
PURPOSE OF THE REQUEST				
<p>Well development is an integral part of well maintenance. Routine maintenance is critical to the longevity of the well.</p> <p>Well development, whether it occurs during the well's construction or during subsequent maintenance or rehabilitation, involves removing unwanted materials and improving the flow of the surrounding aquifer to the well. Development requires physically removing silt, clay, fine sand, scale, and organic biofouling, not simply redistributing them within the well or the aquifer. Removal of these materials is usually accomplished by jetting; surging and/or airlifting, development clears these materials from the well and its surroundings, and serves to integrate the well into its environment. At the same time well structural components that have deteriorated due to normal wear and tear can be replaced.</p> <p>This project would create an annual program for only the three (3) Town wells currently in use at the Charles River Water Treatment Facility and wellfield for inspection, testing, repair and treatment, including any rehabilitation methods, needed replacement parts, or other required work to ensure well performance and water quality.</p>				
EXPECTED RESULTS				
EXPENDITURE DESCRIPTIONS				
<ul style="list-style-type: none"> Well & Pump Rehabilitation Program 30,000 				
Classification	Amount	Frequency		Comment
		Recurring	One-Time	
Purchase of Services	30,000	X		
TOTAL	30,000			

FY08 Department Spending Request

COMMUNITY PRESERVATION FUND

Town of Needham Salary and Wage Summary DSR-2			
Department – Division	Community Preservation Committee		
Account	Current Number of Funded Positions (not f.t.e.'s)	FY 2008 Number of Positions (not f.t.e.'s)	Amount
1. Salary and Wage Full Time Positions	0	0	
2. Salary and Wage Part Time Positions	0	0	
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)			30,000
4. Salary and Wage Overtime (Itemized Below)			1,000
5. Other Salary and Wages (Itemized Below)			
TOTAL			31,000
Line 3 Seasonal and Temporary Positions			
Program Coordinator	1	1	25,000
Recording Secretary (Park & Recreation staff)	1	1	5,000
Town Manager Liaison to CPC (P&R Director)	1	1	0
Line 4 Overtime			
Recording Secretary (Park & Recreation staff)	1	1	1,000
Line 5 Other Salary and Wages			
SUB TOTAL			31,000
<i>(Salary and Wage Detail refer to Position Register Detail PRD-1 worksheet)</i>			

Fiscal Year 2008 Proposed Budget

Town of Needham Expenditure Detail DSR-3			
Department – Division	Community Preservation Committee		
Account	Description	Amount	Sub Total
Energy 5210			0
Non-Energy Utilities 5230			0
Repairs and Maintenance 5240			0
Rental and Leases 5270			0
Other Property Related Services 5290			0
Professional and Technical 5300			85,900
Communications 5340	Postage	500	
	Printing	1,000	1,500
Recreation 5350			0
Other Purchased Services 5380			
A		Group Total	87,400
Energy Supplies 5410			0
Office Supplies 5420			500
Building and Equipment Repair/Supplies 5430			0
Custodial Supplies 5450			0
Groundskeeping Supplies 5460			0
Vehicular Supplies 5480			0
Food and Service Supplies 5490			0
Medical Supplies 5500			0
Educational Supplies 5510			100
Public Works Supplies 5530			0
Other Supplies & Equipment 5580			0
Travel & Conferences 5710			500
Dues and Subscriptions 5730			500
B		Group Total	1,600
Capital Equipment Replacement 5850			0
C		Group Total	0
TOTAL			89,000

2008 – 2012 Capital Improvement Plan Executive Summary

What is Capital Planning?

A core responsibility of local government officials is the preservation, maintenance, and improvement of the community's stock of buildings, roads, parks, water and sewer facilities, and equipment. The Capital Improvement Plan (CIP) is primarily a planning document. As such, it is updated annually and is subject to change as the needs of the community become more defined. Used effectively, the capital improvement planning process can provide for advance project identification, evaluation, scope definition, design, public discussion, cost estimating, and financial planning. Capital planning helps ensure that the community is positioned to:

- preserve and improve its basic infrastructure through construction, rehabilitation and maintenance;
- maximize the useful life of capital investments by scheduling major renovation, rehabilitation, or replacement at the appropriate time in the life-cycle of the facility or equipment;
- identify and examine current and future infrastructure needs and establish priorities among projects so that available resources are used to the community's best advantage; and
- improve financial planning by balancing needs and resources and identifying potential fiscal implications.

While much of the Town's budget and financial planning efforts are by necessity focused on one or at most two year intervals, capital planning helps to focus attention on the Town's long-term objectives and financial capacity, and the balance between operating and capital needs. The Town is often faced with the option of reducing its capital plan in order to balance the operating budget. Having a formal and accepted plan helps to maintain a consistent level of spending for capital needs, barring extraordinary circumstances. Individual projects are evaluated against long-term objectives and in relationship to each other. By strategically programming capital projects, the Town can maintain a tolerable level of debt service, and prevent sudden changes in debt service payments.

Needham's capital planning initiatives have contributed to the successful achievement and maintenance of its AAA bond rating from Standard and Poors. This bond rating places Needham in the top tier of communities (there are only a handful in Massachusetts) and allows the Town to borrow at a lower interest rate. In its October 19, 2006 Public Finance Summary, Standard and Poors notes: "Needham's experienced management, with a focus on long-range planning, has yielded consistently favorable results...The stable outlook reflects Needham's strong management and sufficient reserves."

Challenges and Opportunities

The Town faces a number of fiscal challenges in the years ahead. Double-digit annual growth in employee health insurance and energy costs, uncertain state aid, and limited ability to raise revenue on the local level all threaten the ability of the Town to sustain its operating and capital budgets. While striving to adequately fund municipal operations, the Town must be mindful of its reliance on reserves, particularly free cash, to fund operations and balance the budget.

The Town has embarked on a number of planning efforts that will significantly impact the capital plan in coming years as projects compete for limited resources.

- Facility Master Plan – The 2005 Annual Town Meeting authorized funding for the development of a Town-wide facility master plan. Overseen and coordinated by the Facility Working Group and the Permanent Public Building Committee, DiNisco Design Partnership (DDP) completed its analysis of the Town’s capital facility needs over the next decade, and released its Facility Master Plan report in November 2006. The first project to be proposed for funding from the plan is the conversion and upgrade of the High Rock School to serve as a Sixth Grade Center. The design of this project, as well as companion portable/modular classrooms to be located at Pollard Middle School in the interim, was funded at the November 1, 2006 Special Town Meeting. The Construction phase of the High Rock Project is included in this plan, along with the next project, the conversion of the Morse-Bradley House at Ridge Hill to be used as a Senior Center. Funding for the next project, interim renovations at the Department of Public Works complex on Dedham Avenue, is proposed for FY09. Finally, while the renovation of the Town Hall is proposed for FY10, an application for additional architectural study has been made to the Community Preservation Committee for funding in FY08. The purpose of this request is to seek guidance in framing the final proposal for Town Hall renovation at the 2009 Annual Town Meeting.
- Field Study – The Field Study Committee, created by the Board of Selectmen and consisting of Park and Recreation staff and Commissioners, Memorial Park Trustees, and representatives of sports groups and other parties interested in field use, oversaw the development of a master plan for DeFazio Complex and Memorial Park, considering the orientation of multi-purpose fields and ball diamonds, installation of lights, and use of synthetic turf. The project was funded by Town Meeting appropriation and contributions from Needham sports clubs. At this time, the Field Study Committee is working with a private, non-profit organization which is raising funds to both complete the design and begin construction. It is anticipated that the first phase of the project will be completed with private donations, and the following phases are proposed for funding in this plan.
- Conservation-Recreation Open Space Master Plan – As the first project funded by the Community Preservation Committee, an update of the Town’s Open Space Plan will help prioritize needs and projects. Community requests for land acquisition and recreation area renovations far exceed what the Town of Needham can fund. Development of an open space plan with broad community input will provide town officials with a blueprint for achieving effective stewardship and expansion of these resources. The document will allow residents to better understand the goals of the community, and how those goals may affect their own personal property. Once the Town’s plan is updated and submitted to the Commonwealth for approval, the Town will be eligible for state and federal grants.
- Downtown Design – The downtown design study has been funded through a combination of Town appropriation, a smart growth grant from the Commonwealth of Massachusetts, and contributions from local business and property owners. The Town has engaged a consultant and created a Downtown Study Committee to oversee the development of a plan for the area. An initial community workshop was held in December, 2006. The process will include multiple opportunities 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 role, a plan to guide its growth going forward is needed. The comprehensive planning process will achieve two primary objectives: 1) develop a cohesive comprehensive plan for the future of Needham Center, which addresses 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. It is anticipated that a regulatory framework to allow for implementation of the design will be presented to the Special Town Meeting in November, 2007.

- Public Works Operational Study – Through funding appropriated at the 2006 Annual Town Meeting, the Town has engaged the Mercer Group to evaluate the structure of the Department of Public Works to determine if personnel and resources are being utilized in the most efficient manner based on the mission of the Department, and to evaluate the Department’s capacity to handle an increasing volume of large and complex capital projects. This evaluation will include benchmarking the Town’s operations against those of comparable communities and to best practices in the industry. Moreover, the Board of Selectmen is exploring a proposal to fund road, bridge, sidewalk and intersection improvements through a dedicated funding source in the operating budget. The outcome of on-going discussions on this topic will impact Public Works General Fund Capital requests going forward, as bonding would only be required for major reconstruction projects or extraordinary situations.

The Recommended Capital Plan – A One -Year Budget, a Five-Year Plan

The Town Charter requires that the Town Manager, after consultation with the Board of Selectmen, submit in writing to the Board of Selectmen a careful, detailed estimate of the recommended capital expenditures showing specifically the amount necessary to be provided for each office, department and activity and a statement of the amounts required to meet the debt service requirements or other indebtedness of the town. This plan includes the proposed FY08 Capital Budget, which is recommended to the Finance Committee and ultimately Town Meeting for consideration. The projects presented for FY09-FY12 reflect an assessment by municipal departments and the School Committee of future capital needs and are primarily shown for planning purposes. While many of these projects will ultimately be recommended for funding, the plan is a fluid one, and projects may be added and deleted from the list as circumstances change.

Capital project requests submitted to the Town Manager for the FY08-FY12 Capital Improvement Plan totaled \$140,636,349. Requests for funding in fiscal year 2008 totaled \$34,129,730, of which \$28,611,805 is recommended for funding. Each recommended request is classified by funding source, as follows:

- projects to be funded through general fund debt: \$5,140,000
- projects to be funded through enterprise fund debt: \$5,036,800
- projects to be funded through excluded debt: \$15,232,000
- projects to be funded through general fund revenue/reserves: \$1,840,414
- projects to be funded through enterprise fund revenue/reserves: \$1,267,591
- projects to be funded through other sources \$95,000.

Budget Priorities

Projects recommended for funding in this plan have been reviewed in light of the core budget priorities adopted by the Board of Selectmen for fiscal year 2008, including:

- Invest in maintenance and/or renovation of capital assets including buildings, fields, and recreation facilities.
- Ensure continued investment in the Town's infrastructure.
- Support the acquisition and maintenance of rolling stock and equipment to maintain efficient operations in the Police, Fire, Public Works and Public Facilities Departments.
- Support new or expanded initiatives that directly improve the Town's ability to address and respond to emergency situations and hazards.
- Achieve an adequate investment in services provided at the newly renovated Public Library.

Capital Improvement Policies

The Town's Capital Improvement Policies provide guidance for assessing the capital needs of the Town. These policies, included in Tab 10 as Appendix A, define capital projects as those items requiring the expenditure of at least \$25,000 and having a useful life of more than five years. Recommended capital project requests are prioritized using the following criteria:

- the project is required to comply with State and/or Federal handicapped accessibility standards;
- the project is necessary to protect the health and safety of residents or Town employees; and
- the project is necessary to maintain an existing capital facility, or operation of equipment used in providing town services.

In addition to the criteria listed above, the Town has a long practice of funding the systematic replacement of obsolete or worn-out equipment, and those items requested for the improvement of operating efficiency and the equitable provision of services.

In 2004, the Annual Town Meeting created a General Fund Cash Capital Equipment and Facility Improvement Fund (CIF). The purpose of the CIF is to allow the Town to reserve funds to use for general fund cash capital. The CIF may be used in future years to fund the acquisition of new equipment; the replacement of existing equipment; and building and facility improvements which cost less than \$250,000; for which the Town may borrow for a period of five years or more. Projects must be included in the CIP in order to be eligible for funding through the CIF. The current balance in the fund is \$148,220.

Financing Methods

The number of capital projects to be funded must be considered in the context of total operating budget, capital budget needs, and revenue growth. Capital improvement projects are funded through current receipts, reserves, and/or other funds such as grants.

Current Receipts – Current receipts include property tax revenue, local receipts (such as fees and charges), and state aid. This plan includes no projects to be funded from current receipts.

Reserves (Undesignated Fund Balance or “Free Cash”) – Free Cash is a function of actual revenue collections in excess of estimates and expenditures less than appropriations. Because Free Cash cannot be relied upon as a recurring revenue source, it should not be relied upon as an operating revenue source. In this plan, we have continued the effort to minimize the Town’s reliance on free cash to support on-going operations by limiting such use to no more than \$2,000,000 annually, and using the balance to improve reserves, invest in capital assets, and support one-time or short-duration programs. As such, the Plan includes \$1,840,414 to be funded from General Fund revenue, to be offset by a transfer from Free Cash. This plan includes no projects to be funded from the Stabilization Fund or Capital Improvement Fund.

Retained Earnings – Three of the Town’s operations – water, sewer, and solid waste – are accounted for as enterprise funds. The revenues and expenditures of these operations are not commingled with those generated by general fund operations. Generally, each enterprise will generate surplus funds on an annual basis. The Board of Selectmen’s retained earnings policies are included in Tab 10 as Appendix C and D. The policies contain reserve targets to ensure liquidity and stability of operations. Surplus funds above the target are considered available for appropriation. This plan includes a recommendation for funding from Sewer Enterprise Fund retained earnings in the amount of \$333,391, Water Enterprise Fund retained earnings in the amount of \$804,200, and Solid Waste Enterprise Fund retained earnings in the amount of \$130,000.

Debt – The Board of Selectmen’s debt management policies (Tab 10, Appendix B) provide guidance in translating capital expenditures into annual debt service. Tab 9 of this plan contains a graphic presentation of the Town’s current debt service and a calculation of the Town’s debt burden (annual debt service as a percent of total town revenues). The figures used in calculating the debt burden are derived from the Town’s long-term debt service schedule that is also included in Tab 9. This plan includes a recommendation for \$10,176,800 in projects to be funded through debt. This plan also includes projects that would require Proposition 2 ½ debt exclusion, in the amount of \$15,757,000 (of which \$525,000 was already appropriated at the November 1, 2006 Special Town Meeting).

Community Preservation Fund – The Community Preservation Act (CPA) allows cities and towns to raise monies through a surcharge on the tax levy. These funds may then be used to acquire, create and preserve open space; acquire and preserve historic resources; create, preserve and support community housing; and acquire, create and preserve land for recreational use. The CPA also provides a significant State matching fund. The CPA was approved by Needham Town Meeting at the May, 2004 Annual Town Meeting and by voters at the November 2, 2004 election. The CPA mandates that each fiscal year Needham must spend, or set aside for later spending, at least 10% of the annual revenues in the Town of Needham Community Preservation Fund for each of three CPA target areas: open space (but not including land for recreational use), historic resources, and community housing. The remaining 70% may be appropriated at the Town’s discretion as long as it is used for the three target areas or recreation. The statute also permits the Town to appropriate up to 5% of the Fund for the administrative expenses of the Community Preservation Committee (CPC). Projects submitted for inclusion in the CIP that qualify for CPA funding are forwarded to the CPC for its consideration. This plan includes projects proposed for funding through the Community Preservation Fund.

Project Summaries

Community Services

SENIOR CENTER AT RIDGE HILL (\$4,040,000)

While the existing Senior Center is an excellent location close to services and downtown amenities, the building is inappropriate for use as a Senior Center. During the master planning process, options such as new construction on the existing site and/or alternative locations, combining the Senior Center with a community center, community services departments and/or senior housing, and a potential public / private partnership with the YMCA were considered. Construction at the Pickering Street site was eliminated because it cannot accommodate the Center's parking requirements. Use of the Pump Station on Dedham Avenue is inextricably connected with the location/relocation of the DPW from that site, and the combined use for a Senior Center and DPW is not desirable. Accordingly, the availability of the Pump Station is indefinite and problematic. Therefore, the current preference for location of the Senior Center is the Ridge Hill site, and the renovation and addition of the existing Morse-Bradley house in two phases. The first phase provides immediate, improved space comparable to what exists at Stephen Palmer. The second phase would be a further enlargement dependent upon actual use and affordability. The Council on Aging has authorized use of trust funds for conceptual design and cost estimation of the renovation of the Morse-Bradley House, which will be available by the 2007 Annual Town Meeting. *(Submitted by: Town Manager/Board of Selectmen)*

PRESERVATION OF PARK STRUCTURES (\$32,000)

This project would fund the replacement of ten water bubblers at nine parks. The bubblers are over 20 years old, constantly leak, and are costly to repair. Replacements will be handicap accessible, more "vandal" resistant, and require minimal maintenance. Those adjacent to diamonds will have a hose hook-up so that the park soil may be watered down, providing a safer surface for the baseball/softball players. When the bubblers are replaced, the land surrounding the bubblers will suffer less damage, and less Town water will be wasted. As a preservation and protection of natural resources, this project is eligible for consideration for CPA funding, and a funding application has been submitted. The project would also fund the replacement of nine park signs. The current signs were donated ten years ago, but were not weather or vandal resistant. Aluminum clad signs will have a much longer lifespan, and will remain as attractive welcomes to each park. Funds are available from the Park and Recreation Trust Fund. *(Submitted by Park and Recreation Department)*

PARK AND FIELD FENCING (\$52,500)

The replacement of perimeter fencing at parks and playgrounds provides protection to park users as well as the parkland. The aesthetic value of the park is also enhanced, which is a value to the adjacent homeowners. Perimeter fencing is put in place for safety. When perimeter fencing is not adequate, most parks experience occasional problems with unauthorized vehicles entering the open areas creating damage that can be costly to repair, and at times, take athletic fields out of use until the patched area is strong enough to withstand heavy use. Parking vehicles or snow removal vehicles often cause damage to perimeter fences.

At Greene's Field, the split-rail fencing was put in place more than 10 years ago. In addition to being a safety measure, keeping young children from quickly reaching the busy Pickering Street, it also serves as a visual notice that unauthorized vehicles are not permitted on the site. Unexpectedly, park visitors have chosen to use it as a seating area by sitting on the rails.

Constant repairs are needed, as well as replacement sections. This fence will be replaced with a wood guardrail fence, similar to the one located in the Memorial Park parking lot. This fence style provides the needed safety features, is more durable, and can withstand use as a seating location. At Mills Field, the 4 foot high chain link fencing along Hampton Avenue has been in existence for more than 40 years. It is rusty with jagged edges. This funding would replace the existing fence fabric with a more weather resistant fabric, and re-set the poles, replacing only those bent beyond repair, and painting all poles to match the fabric.

Finally, this project includes the replacement of post and rail fence with new wood guardrail fence, and replacement of chain link fence fabric with 9 gauge steel and vinyl coated fence at Cricket Field, and new 9 gauge black vinyl, four foot fencing around the playground perimeter at Perry Park. *(Submitted by Park and Recreation Department)*

SUPPLEMENTAL MATERIALS ALLOCATION (\$100,000)

The Library's materials budget is inadequate for the current level of business. As a result of increased circulation patterns, a high level of demand is placed on the library's collection of various materials. The increased demand wears the items out at a faster rate than they would normally be the case. The current materials budget is not sufficient to encompass any large-scale purchase of replacement materials. Since the new library opened in March of 2006, circulation has increased significantly: total circulation for April-June 2006 (120,970) increased by 35% over April-June 2005 (89,859), and increased by 20% over the average of the previous six year's circulation. The increase in the Children's Room is the highest – 46% higher than in 2005 and 26% higher than the average of the previous six years. Children's materials wear out faster than adult materials. One-half of the requested funding will be used for children's materials. *(Submitted by Needham Public Library)*

General Government and Land Use

None

Public Facilities - Undesignated

PUBLIC BUILDING MAINTENANCE PROGRAM (\$217,000)

The Public Building Maintenance Program funds various repairs to municipal buildings that cannot be addressed in the operating budget. The program primarily includes, but is not limited to, exterior painting, interior painting, and flooring replacement. Exterior painting is routinely performed in order to protect building envelope components such as siding, soffits, window frames, fascia boards, doors, and miscellaneous trim. FY08 exterior painting is intended for the Department of Public Works, which was last painted in 1997. Interior painting has been and continues to be, one of the most frequently requested maintenance items from building principals and managers. In FY08, interior painting is intended for Fire Station #2, Newman Elementary School, Pollard Middle School, and Mitchell School. The flooring program allows for the replacement of worn, damaged, unsafe, and unsightly floor tile and carpeting. In most cases the worn flooring is asbestos containing floor tile or carpeting glued directly to asbestos-containing floor tile. In most cases, the asbestos floor tile is a minimum of 40 years old and would be due for replacement, even if it did not contain asbestos. The FY08 plan is to continue to replace flooring at the Newman Elementary School in classrooms and offices. *(Submitted by: Public Facilities Department)*

HVAC VAN (\$28,500)

This request will fund the replacement of a 1997 Ford E250 cargo van, equipped with a tradesman interior package, for primary use by one of the Department's two HVAC technicians. The current vehicle has an odometer reading in excess of 135,000 miles and is one of the Department's two vehicles authorized for 24 hour use due to the high number of off-hour service requests and emergencies responded to by the HVAC Technicians. *(Submitted by: Public Facilities Department)*

Public Safety

BAPERN/BOSTON AREA POLICE EMERGENCY RADIO NETWORK (\$25,000)

BAPERN is a police emergency radio network that extends throughout most of the Greater Boston area, and is in constant use for routine and emergency radio transmissions 24 hours per day, seven days per week. In September and October 2005, this equipment experienced malfunctions that resulted in a loss of the Department's ability to communicate with other police agencies on the BAPERN system. Due to the age of the equipment, many parts (electronic components) are no longer available, making it less likely that future repairs will be adequate to maintain the existing equipment, thus compromising the Department's capability to communicate with other agencies on the system. *(Submitted by: Police Department)*

FIREFIGHTING PROTECTIVE GEAR AND WASHER (\$58,700)

Structural firefighting gear (or "turnout gear") is the heavy coat and pant ensemble that is worn by firefighters for personal protection at fires and other dangerous or hazardous incidents. This gear has a recommended life expectancy of approximately 10 years, depending on exposure and wear. This proposal would replace the turnout gear for thirty (30) personnel who will be using gear that is 11 years old at the time of replacement (\$51,000.) This request also includes \$7,700 to purchase a Washer/Extractor (Continental 30 lb. capacity), that is capable of cleaning two sets of gear at a time. Critical to maintaining the integrity of the gear, the proper cleaning of turnout gear is also important for firefighter safety (and the safety of those residents who may come in contact with the gear) as cleaning removes biological matter and chemicals to which firefighters are exposed. The Department was able to purchase a dryer for the turnout gear (\$6,165) through a State grant. Purchase of the washer/extractor will bring the Town into voluntary compliance with NFPA Standard 1851 regarding the care and maintenance of personal protective gear. To date, the Department has sporadically cleaned the turnout gear through local dry cleaners, which is not a recommended solution. In FY06, the Department received a grant of \$24,000 that was used to replace the protective gear for all officers and inspectors. Firefighters with fewer than 10 years of service at the time of replacement will not need new turnout gear. *(Submitted by: Fire Department)*

OPERATIONS DEPUTY CHIEF VEHICLE/C-3 (\$32,000)

This request is to replace a 1999 Ford passenger vehicle that is used daily by the Deputy Chief of Operations. At the time of replacement the vehicle will have approximately 150,000 miles of service, and will be nine years old (three years beyond scheduled replacement). Because of the age, type of use, and high mileage of this vehicle, maintenance costs have been increasing. This vehicle is also used by other divisions when needed, and responds to certain emergency incidents. When the new vehicle is purchased it will be placed into service as C-1, and the current C-1 will be passed down to replace C-3. *(Submitted by: Fire Department)*

COMPUTERIZED EMS REPORTING SYSTEM (\$50,000)

The proposed Emergency Medical Services (EMS) Incident Management System will include a base system to be located at Headquarters, as well as wireless mobile units (laptops) in each ambulance. This will allow for an improved level of patient care (through access to patient and incident history and treatment protocol documentation), improved documentation (which also allows Emergency Medical Technicians (EMTs) to return to service more quickly), standardized reporting, and reduced exposure and liability. There are also financial benefits, as all billing requirements would be performed electronically, reducing time to billing, improving collections saving time, and likely lowering the percentage of revenue paid to the Town's third party billing company. *(Submitted by: Fire Department)*

Public Schools

RENOVATION AND EXPANSTION OF THE HIGH ROCK SCHOOL (\$13,875,000)

This request would fund final design and construction of a planned project to renovate and expand the High Rock Elementary School. Design funds in the amount of \$525,000 were authorized at the November 1, 2006 Special Town Meeting. The first project to be proposed as part of the 2006 Facility Master Plan, this project is part of the School Committee's immediate plan to provide sufficient middle school seats, as well as a long-term plan to permanently ease the elementary and middle school overcrowding problem, based on current enrollment projections. The facility will be constructed as a Sixth Grade Center that can be converted to an elementary school as needed in the future upon the construction of a second middle school. It is anticipated that a renovated High Rock school will be ready to accept students in September, 2009.

The 2006/2007 enrollment at the Pollard Middle School (1092) exceeds the building's capacity of 1056 (with modular classrooms.) Enrollment is projected to increase to 1,370 by 2012/13, and remain in excess of 1,300 through 2017/18. The current K-5 enrollment is 2,481 (versus a capacity of 2,160). Elementary enrollment is projected to rise to a peak of 2,600 students in 2009, and then to level off to around 2,500 students for the foreseeable future. These enrollment projections may be conservative, as the Town currently is engaged in efforts to increase its affordable housing stock. At these enrollments, many middle school classrooms are undersized and/or inappropriate for current uses, there are insufficient spaces for special education needs and the corridors are congested between classes. Core facilities, including the cafeteria and media center, are stressed. At the elementary level, all five schools are faced with a lack of music and art spaces as those are converted to classrooms. Art and music education have been moved to carts or to the cafeteria, depending on the classroom situation in each school. There is shortage of spaces available for special education. Full-day Kindergarten, while a voted School Committee priority, cannot be implemented within the current space shortage. The extended (additional half-day) Kindergarten fee-based program (KASE), which is currently in place, will be relocated to non-school facilities by September 2007. *(Submitted by: Needham Public Schools)*

MODULAR CLASSROOMS AT POLLARD MIDDLE SCHOOL (\$570,000)

The installation of two modular classrooms is intended to address enrollment overcrowding at the Middle School in September 2008 while the High Rock School is under renovation. This project is part of the School Committee's plan to provide sufficient Middle School seats, and may still be needed, even after a renovated and expanded High Rock school opens, to ensure appropriate classroom space. Without the addition of modular classrooms, the media center will

be carved into classroom space. Design funds in the amount of \$30,000 were appropriated for this project at the November 1, 2006 Special Town Meeting. (*Submitted by: Needham Public Schools*)

POLLARD SCHOOL TECHNOLOGY AND ELECTRICAL UPGRADE (\$787,000) Town Meeting approved preliminary design funds (\$40,000 in FY06 and \$41,000 in FY07) to study the scope of work required to upgrade the Pollard School data network. The Pollard data network, which is ten years old, was designed and installed with limited resources as a part of the Pollard renovation project (1993-1995). It was under-built for future network requirements, speed and capacity. The study, completed by Edvance Technology Design, revealed extensive accompanying electrical needs and incorporated long-standing teacher requests for data/video projection. The study called for expansion in the number of electrical and data outlets and wireless access points in the building, expansion of the building's internal electrical capacity to support the computer hardware, and installation of data/video projectors. (*Submitted by: Needham Public Schools*)

SCHOOL DOCUMENT IMAGING SYSTEM (\$36,000)

This request is for a document imaging and electronic filing system that will be used by School Administration, primarily the Personnel and Special Education Departments. Currently, the School Department faces a critical lack of storage space for personnel information, student records and other documents. Federal laws mandate that Needham Public Schools maintain student record files for all special education students for seven years after graduation or until the student turns 22 years of age. Each student record contains all IEP service plans, evaluations and correspondence with families for all of the years the student is enrolled with Needham Public Schools. Occasionally, just one student record will fill up an entire file cabinet drawer. Each year, six to eight file cabinets are purchased to house these student records. In addition to the file cabinet expense, the School District has run out of space to put these file cabinets within the Emery Grover Building. Absent electronically archiving new records, the District will need to secure offsite storage space, which may present an access issue and budgetary expense. Timely access to these records must be ensured. The proposal includes funding for a high density storage solution (\$26,000), network server (\$3,900), scan station (\$2,400) and printer (\$3,700). (*Submitted by: Needham Public Schools*)

SCHOOL PHOTOCOPIER REPLACEMENT (\$43,035)

In May 2003, Town Meeting authorized \$60,000 in first-year funding to establish a replacement cycle for school photocopiers. School photocopiers are located in all of the schools and the administration building, and are used both by administrative and teaching staff. Teachers use the machines to reproduce classroom materials, including homework sheets, exams, teaching packets, etc. Currently, the School Department owns 45 copiers and six RISO machines. In FY04, nine photocopiers were replaced; in FY05, five copiers and one RISO were replaced; in FY06, eight copiers were replaced, in FY07, four copiers were replaced. In FY08, 26% (nine) of photocopiers will be five to nine years old. The older machines are not efficient copy makers and generally cost more to service than they are worth. The lifecycle of these machines is about seven years, both due to their embedded digital technology (they are capable of functioning as printers and scanners), and heavy use. This level of funding would replace two five-year old copiers, two six-year old copiers, and one seven-year old RISO machine. The five and six year old copiers are being replaced in advance of four other machines which are seven to nine years old, due to their record of frequent break downs and service calls. These four older machines are scheduled for replacement in 2009. (*Submitted by: Needham Public Schools*)

SCHOOL DISTRICT TECHNOLOGY UPGRADE AND REPLACEMENT (\$256,729)

The School District Technology Upgrade and Replacement program includes instructional computers, administrative computers, operating system upgrades, printers, network servers, and staging the implementation of a curriculum management system. The Eliot, Broadmeadow and High School renovation projects, which installed new technology at those schools, represent a funding challenge for technology replacement in FY08-12. These renovation projects have created spikes in the replacement cycle: Broadmeadow (FY10), Eliot (FY11), High School (FY14.) In an effort to smooth these spikes, the District has spread the cost of replacement over the next eight years. In FY08, the 156 instructional computer replacements are scheduled for Newman, Hillside, Mitchell and Pollard. Thirty computers will be recycled from the High School. The request breaks down as follows: 126 replacement instructional computers (\$129,654); 12 replacement administrative computers (\$12,000); 375 OS/Memory upgrades (48,375); 30 replacement printers (\$15,000); 6 network hardware servers (\$39,700); and a curriculum management tool (\$12,000). *(Submitted by: Needham Public Schools)*

SCHOOL FURNITURE AND MUSICAL EQUIPMENT REPLACEMENT (\$52,050)

In FY05, Town Meeting approved first-year funding of \$20,500 to replace furniture in school facilities not scheduled to undergo capital renovation/ addition projects in the near future. In these schools, furniture is 10-20+ years old and in a state of disrepair after decades of heavy use. The request was funded from operational savings in FY06, due to capital budget constraints. In FY07, Town Meeting allocated \$44,550 for this purpose. (The FY07 request also replaced band chairs at Hillside and Pollard.). In FY08, funding of \$37,050 is requested to replace five classrooms per year at Pollard (\$18,750), to add whiteboards in five Pollard classrooms per year (\$2,700), and to replace three elementary classrooms per year at Hillside, Mitchell or Newman (\$15,600).

Also in FY05, Town Meeting allocated \$15,000 in first-year funding of a ten year replacement cycle for school musical instruments. Currently, the School Fine and Performing Arts Department has pianos and other musical instruments which are 30-40 years old and are in need of replacement. The School Department owns numerous instruments, including pianos, string, brass, woodwind, and percussion instruments that, after many years of use, are no longer usable or repairable. Students do purchase more common, less expensive instruments such as soprano clarinet, trumpet and flute, but a quality band and/or orchestra program needs to supply large, more expensive instruments to ensure balanced instrumentation. In 2007 (Year 3), the Fine and Performing Arts Department replaced two tubas, two string basses, a euphonium, a tenor saxophone and a bass clarinet. In previous years, the High School Steinway grand piano, Hillside school piano, some percussion instruments and a baritone saxophone were replaced. For FY08, the District intends to replace two euphoniums, two piccolos, an oboe and a variety of percussion equipment. *(Submitted by: Needham Public Schools)*

HILLSIDE SCHOOL COOKING AND SERVING EQUIPMENT (\$33,000)

The existing refrigerator and freezer units at Hillside Elementary School are inadequate in size, and inconveniently located to store the amount of food needed for the daily lunch service. Currently, four units are located in the kitchen, and three are located in the dining room. As a result, perishable foods must be stored in other school kitchens, or ordered in limited quantities. Staff must move food in and out of freezers when deliveries arrive, which takes extra time. The transportation of perishable food between schools is not a healthy practice. Additionally, the existing small "ice cream style" refrigerator behind the cold serving line is too small to store

refrigerated items for service on the line. It is approximately 20 years old, doesn't lock, and is not meant to store the types of items for which it is being used. (For instance, items on top must be moved around to access items on the bottom).

A walk-in freezer (\$25,000) is needed, and will be used to store cases of frozen food which are delivered once per week and commodity frozen items which are delivered once per month. Two existing reach-in freezers will also be replaced with reach in refrigerators (\$6,000), for adequate storage of refrigerated items and food which is pre-prepared for the next day. Finally, a single tall reach-in refrigerator with normal shelving is needed to replace the "ice cream style" freezer (\$2,000). (*Submitted by: Needham Public Schools*)

MITCHELL SCHOOL COOKING AND SERVING EQUIPMENT (\$30,000)

The Mitchell kitchen staff prepare more than 250 lunches per day, under significant time constraints. There is a need for more efficient, sanitary cooking equipment. The existing range (\$4,000) is estimated to be 30-40 years old. It is inefficient for current cooking needs – the cook top does not heat well (no individual burners), takes an inordinate amount of time to boil water for cooking, the paint is peeling and parts are rusting, and the oven underneath hasn't worked in years. The existing oven (\$8,000) is approximately 15-20 years old. It is a single oven, which does not have enough capacity for the number of meals that are prepared currently. The oven doors do not shut properly, so cooking is inefficient. The ventilation hood (\$3,000) over the range and oven does not work to remove hot air and steam from the cooking area. This must be repaired or replaced. Refrigeration units (\$6,000) range from five to twenty years old and have required frequent trouble-calls. There are six or seven double refrigerators and freezers. Within the next five years, it is estimated that two of them will need to be replaced. The existing slicer (\$3,000) is difficult to operate and inefficient. Additionally, there is a need for a new, cold serving line unit with sneeze guard, and an additional serving table/counter with sneeze guard. Currently, staff serve the cold components of the lunch using a collection of wooden/laminate tables, covered daily with tablecloths. This set up does not have cooling capacity, nor sneeze guards for food handling and safety. The cost of two new serving line components with sneeze guard and tray glides is \$6,000. (*Submitted by: Needham Public Schools*)

Public Works

ROADS, BRIDGES, SIDEWALKS & INTERSECTION IMPROVEMENTS (\$1,100,000)

The roadway system throughout the community developed over the last century. Many miles of roadway, mainly residential, were developed after World War II. A combination of the aging of the earliest roads, the tremendous expansion of the road system, and the inability to provide adequate, ongoing maintenance and repair over the past 25 years has resulted in a significant decline in the overall condition of Needham's roads, bridges, sidewalks, and intersections. This program is essential to improve the structural and surface integrity of the Town's network of accepted streets. The primary strategy in this program is asphalt paving and incidental work directly associated with paving. Incidental work includes corner reconstruction, handicap ramps, leveling, structural overlays, utility adjustments, minor drainage improvements, some drain extension work, street sign replacement, asphalt curbing with grass shoulders and pavement markings. Many streets have insufficient pavement thickness, are poorly shaped, lack curbing and require some drain improvements. Applying this repair strategy in a timely manner will help defer costly and disruptive street reconstruction on all but the most highly traveled roadways. Paving roadways in a timely manner will extend the useful life of the roadway system in the most cost effective manner. This program also provides funding for reconstruction and repair of sidewalks. There are over 160 miles of sidewalks in Needham, of which, 52 miles are

designated as school walking routes. Finally, this program funds traffic signal improvements for existing traffic signals and provide funding for new traffic signal where none currently exist. *(Submitted by: Department of Public Works)*

PUBLIC WORKS VEHICLE AND EQUIPMENT REPAIR (\$247,200)

In conjunction with the development of a core fleet replacement program, the Department of Public Works has proposed a one-time investment in maintenance and repair of existing rolling stock that will not be replaced for many years. This program is intended to include, but not be limited to, replacing utility bodies on three trucks (\$22,200); replacing dump bodies on four trucks (\$34,000); replacing bucket quick couplers and tires, as well as cleaning and painting of three front end loaders (\$37,500); replacing dump bodies on two large dump trucks, sandblasting, cleaning and painting six large dump trucks (\$39,000); cleaning, painting, replacing tires, repair sheet metal and other miscellaneous repairs on backhoes (\$12,000); repairing drive system, broom system, sheet metal, and cleaning and painting street sweepers (\$20,000); repairing small motorized equipment such as sidewalk tractors, brush chippers, air compressors, etc. (\$40,000); performing repairs to snow and ice equipment (plows, spreaders and blowers), replacing hydraulic hoses, valves, and conveyor chains (\$30,000); and providing transportation of heavy equipment to and from vendors (\$12,500). *(Submitted by: Department of Public Works)*

PUBLIC WORKS CORE FLEET REPLACEMENT (\$183,000)

The Core fleet consists of passenger vehicles such as sedans and wagons, vans, pick-up trucks, small dump trucks and utility trucks. A ten year core fleet replacement schedule is included in this Plan as Appendix E. Unless circumstances require otherwise, the vehicles scheduled to be replaced in FY08 include:

Unit	Division	Year	Description	Miles	Cost
#50	Parks	1997	Pickup Truck	73,680	\$27,842
#65	Parks	2002	4WD Pickup Truck	70,466	\$43,470
#75	Parks	2001	One Ton Dump Truck	39,050	\$55,890
#48	Highway	1990	Utility Body (replaces aerial)	75,292	\$55,798

(Submitted by: Department of Public Works)

LARGE PLAN COPIER (\$24,000)

The existing Xerox 2515 plan copier in the Engineering Division is a 12 year-old machine, which has had a number of operating problems. The machine has limited capabilities (no network or multiple copying abilities), and the service warranty to the machine has ended. The machine is no longer supported by the manufacturer and maintenance provider. The Engineering Division copies thousands of plans each year for residents as well as other municipal departments. The proposed copier will produce plans faster and will have the capability to produce multiple copies of plans from computer programs. *(Submitted by: Department of Public Works)*

PUBLIC WORKS SPECIALTY EQUIPMENT (\$92,200)

All equipment proposed for funding through the Public Works Specialty Equipment Program in FY08 are Parks and Forestry items, including a zero-turn style mower that has a sharper turning radius than mowers presently being used by the division and which will provide improved mowing capabilities. This feature reduces the mowing time and reduces area of follow up

trimming and edging. The trailer is needed to transport the machine between locations. A purchase of this mower and trailer will help the Department meet its goal of reducing mowing time to free up staff to work on other projects, and will help to shorten the time it takes to complete a mowing cycle of all the locations around town. This mower would replace the oldest mower of the ones presently used (Unit # 333). The trailer will replace Unit #150A – a 1965 trailer. Other equipment to be replaced under this program are two brush chippers (Units #254 and 256) (\$38,100), an athletic field turf aerator (\$10,000) and a leaf Collector (Unit #183) (\$15,000). New equipment proposed includes a landscape trailer (\$1,700) and a 48 inch walk behind mower (\$6,000). This equipment is critical for the efficient operation of the Parks and Forestry Division's maintenance program. *(Submitted by: Department of Public Works)*

REPAIR AND MAINTENANCE OF BROOKS AND CULVERTS (\$50,000)

Severe storms, such as those in early 2006, result in numerous complaints and subsequent investigations of the Town's brooks, streams and culverts. The DPW has developed a repair and maintenance program which is a combination of contracted work and use of town forces to address the issue of flooded and poor draining brooks, streams, waterways and culverts throughout the Town. Lack of routine maintenance has caused the failure of retaining walls, loss of soils behind the walls, and brooks have become silted allowing the overgrowth of vegetation that impacts the water flow levels. This has resulted in the loss of useable abutting property and flooded basements. This project will require a detailed investigation, a plan of recommended improvements, a design drawing and specifications, environmental permitting and bidding of construction services. This will return the waterways to a condition that will allow the Town to maintain the brooks using its own forces. FY06 funding for this program included cleaning of Hurd Brook and culverts, from Central Avenue to the Wellesley Line, and a portion of Alder Brook. FY08 funding would complete Alder Brook. *(Submitted by: Department of Public Works)*

Solid Waste & Recycling Enterprise Fund

CONSTRUCTION EQUIPMENT: FRONT END LOADER/UNIT #104 (\$230,000)

Unit # 104, a John Deere 644GH, is a front line loader at the RTS. This piece of equipment was purchased in 1994 and had an engine replacement in 1998 (under warranty). Even with the engine replacement, this piece of equipment has 15,669 hours of service (as of 8/06). Annually, this piece of equipment logs approximately 1,330 hours. By FY08, this piece of equipment will have approximately 17,000 service hours – equivalent to almost 340,000 miles. The replacement loader will have an increased bucket capacity from 3.75 cubic yards to 4.7 cubic yards, and a light-weight material bucket for compost at 9.2 cubic yards. The increase is necessary to more efficiently maintain the ongoing processing operations at the RTS in the Yard Waste area and the DPW Materials Processing area. *(Submitted by: Department of Public Works)*

RTS DROP-OFF AREA REPAIRS (\$130,000)

In FY00, funding was appropriated for the reconstruction of the drop-off areas at the RTS. However, due to the limited funding, no other maintenance was performed within the facility, which has been in operation since 1980. The pavement surface has deteriorated to the point where patching is frequently required. This project will fund repaving and related repairs. *(Submitted by: Department of Public Works)*

Sewer Enterprise Fund

SEWER PUMP STATION IMPROVEMENT/RESERVOIR B (\$2,400,000)

As part of the Wastewater System Master Plan, several of the wastewater pumping stations were evaluated to determine their current physical condition, capacity vs. current & future flow projections and compliance with current codes and standards of operation. The Master Plan indicates that at least seven of the ten stations require work. These include major improvements and replacement of the Reservoir St. "B" Station (this is the 2nd oldest station in the system). Its standby generator has failed and pumps need constant maintenance. The Town was recently notified that the Reservoir B project is eligible for funding through the Clean Water State Revolving Fund (SRF)/Massachusetts Water Pollution Abatement Trust (MWPAT) if initial project approval is achieved by June 30, 2006. Participation in the SRF/MWPAT program provides low interest loans and possibly grants that will significantly lower the cost of this project to sewer rate payers in Needham. The estimated cost of design and construction of this project is \$2,400,000. *(Submitted by: Department of Public Works)*

SEWER SYSTEM I/I REMOVAL PROGRAM (\$1,806,800)

The Town of Needham, along with numerous other communities, is under Administrative Order from the State to identify and remove Infiltration and Inflow (I/I) in existing sewer systems. Infiltration is defined as groundwater or storm water runoff that enters the system through deteriorated pipe or manhole structures. Inflow is defined as clean, non-septic water, which is introduced to the system. This water is generally produced by residential sump pumps that drain basements. I/I studies have been undertaken to determine the location and volumes of I/I entering the sanitary sewer system. The I/I analysis (1985 & 1989) and the Sewer System Evaluation Survey (SSES) (1991) have identified, by flow measurement, the areas of the collection system which are contributing high volumes of I/I to the system. On the basis of volumes of flow and knowledge of local sewer overflows or basement flooding, an order of priority has been established to determine the scheduling of the engineering, design and remediation work. The highest priorities relate to locations of known surcharging with sewage overflow or release or basement flooding. The remediation proceeds in stages starting with the preliminary engineering, followed by the rehabilitation design and concluding with the rehabilitation construction. Much of this work includes extending or expanding the storm drain system to accept groundwater from household sump pumps. Needham's most significant problem is believed to be from these private sources. The program also includes an education and information campaign to inform and prepare the homeowners as to the nature of the problem, the cost impacts to the community, legal implications, likely solutions and the responsibilities of the homeowner. FY08 infiltration funding is tentatively targeted to areas 2, 24 and 21(L), preliminary engineering for Area 22, and possibly Area 16. Inflow funding is intended for Area 19-1. The majority of this project will be financed through the MWRA I/I Local Financial Assistance Program which provides grants (45%) and interest-free loans (55%). As a result, the cost to the sewer rate payers will be significantly reduced. *(Submitted by: Department of Public Works)*

LARGE SPECIALITY EQUIPMENT: FLUSHING TRUCK/UNIT #29 (\$180,000)

Unit #29 is a 1991 International truck with a highly specialized body including a hydraulic, high pressure jet utilized to clean and flush the sewer and drain pipeline systems. This piece of equipment is essential to prevent blockages and/or failures that may interrupt normal operations. This front line piece of equipment has a significant history of maintenance repairs, including the replacement of the high velocity and high pressure pump, and a retro-fit of new 1,500 gallon

polyvinyl tanks to replace existing metal tanks that are rusted beyond repair. The cab and chassis have also begun to show significant wear. *(Submitted by: Department of Public Works)*

INTERNAL HARDWARE AND SOFTWARE FOR CCTV VEHICLE/UNIT #16 (\$85,000)

This request is for the replacement and upgrades of all internal hardware and software for the Closed Circuit Television (CCTV) vehicle (Unit #16). This project includes all out-dated software along with aged and faulty hardware. The CCTV vehicle was purchased in 1997 and is currently three generation's old in closed circuit television technology. The internal equipment is frequently out of service for repairs to the hardware, software and mechanical features. The tractor and camera have been determined to be beyond repair. Circuit boards have burnt out and are no longer available. The CCTV truck is a front line piece of equipment that has become a major part of the maintenance of the sewer and storm water systems. The Department has been able to more efficiently respond to Federal and state requirements with its own forces through use of this equipment. *(Submitted by: Department of Public Works)*

SEWER CORE FLEET REPLACEMENT (\$23,391)

The Core fleet consists of passenger vehicles such as sedans and wagons, vans, pick-up trucks, and small dump and utility trucks. A ten year core fleet replacement schedule is included in this Plan as Appendix E. The vehicle to be replaced in FY08 is Unit #15, a 1998 sedan with over 110,000 miles. *(Submitted by: Department of Public Works)*

SPECIALITY EQUIPMENT: MOBILE GENERATOR REPLACEMENT (\$45,000)

The Water and Sewer Division remains on stand-by status 24 hours per day to respond to emergencies. The Division has inventoried its emergency response capabilities and has determined that the existing, 1960 vintage mobile generator is not equal to the task of running the modern high demand motors and controls at sewer pump stations. The existing mobile generator was acquired as surplus equipment from the Civil Defense Department in the 1960's. It is a hand-crank unit welded to an old military utility trailer that is also in poor condition, the maintenance costs are high, replacement parts are no longer available, and the engine dependability is questionable. Replacement of this generator is required in order to ensure that the Town's sewer pump stations remain on line in emergency situations. *(Submitted by: Department of Public Works)*

Water Enterprise Fund

CONSTRUCTION EQUIPMENT: TRACK EXCAVATOR/UNIT #115 (\$130,000)

Unit #115, the Water and Sewer Division Backhoe is a 1988 John Deere model combination backhoe/front loader. This piece of machinery is no longer reliably able to undertake the necessary job functions in a reasonable manner and reasonable amount of time without breakdowns. In lieu of the typical replacement with a similar type, the replacement for this machine would be a track style excavator. This excavator will be a slightly larger machine with more power and a greater bucket capacity. Being a track style, this machine will require a trailer to transport to and from the work site. The equipment will allow for better maneuverability on-site, safer working conditions, and greater productivity. *(Submitted by: Department of Public Works)*

WATER SYSTEM REHABILITATION (\$250,000)

The annual Water System Rehabilitation Program draws from the recommendations of the Water System Master Plan. This master plan recommends that pipes 85 years or older be considered

for replacement or relining. This list of older pipes is evaluated and prioritized, and then cross-referenced with work proposed for other utilities, road repairs, or reconstruction. FY08 funding represents the first year of a multi-year program to replace and/or rehabilitate the 14" transmission water main from the Treatment Plant to School Street that was installed in 1936 - 1939. Certain sections of the current main are steel, and other sections of the pipe are cast iron and lined with a type of bitumastic (coal tar) coating. Failure of the steel pipe will cause interrupting flow and the ability to provide adequate fire protection. Water quality issues are a concern with the break-down of the bitumastic lining. The total length of the 14" main is approximately 19,000 lf (3.6 miles), extending from Charles River Street, to Pine Street, to Central Avenue, to Marked Tree Road, to Oak Street, to Chestnut Street, to School Street. Design funds for this project (\$50,000) were appropriated in FY05. *(Submitted by: Department of Public Works)*

FIRE HYDRANT REPLACEMENT PROGRAM (\$100,000)

The goal of this program is to remove and replace approximately 50 older and out-dated fire hydrants with new and more reliable fire hydrants within the community. There are approximately 300 unreliable fire hydrants. During the annual fall hydrant inspection (dry testing), older fire hydrants have been targeted as potential freezing hazards due to their lack of ability to either properly drain or efficiently shut down. Using prior year funding, the Town installed approximately 60% more hydrants than anticipated by using its own forces instead of contracting the work out. *(Submitted by: Department of Public Works)*

WATER SERVICE CONNECTION INSTALLATION AND REPLACEMENT (\$200,000)

The primary purpose of this program is to remove lead from the system by replacing older water service connections containing lead. The Town's water treatment process reduces the corrosivity of Needham's water to minimize the leaching of lead from the water pipes and house plumbing. However, only the removal of the lead sources will completely assure total compliance. The lead found in water service connections can be eliminated over time by replacing these connections. The DPW integrates this program with road repair and replacement initiatives – service connections are being replaced on streets that have been identified for road improvements. *(Submitted by: Department of Public Works)*

CLEAN AND PAINT WATER STORAGE TANK (\$600,000)

Funding for the design of this project was approved at the 2004 Annual Town Meeting. State regulations controlling the operation and maintenance of water supply and distribution systems require routine draining and inspection of water storage tanks. Periodically, inspection indicates that the surface coating is worn or damaged and is in need of cleaning and repainting. The Dunster Road Water Tank was completely cleaned and painted inside and out in 1993 and prior to that in 1978. The previous inspection indicated no problems inside or out. Last year's inspection revealed similar results inside; however, the outside has sustained more than normal wear. It has been especially burdened by vandalism beyond normal graffiti. It is recommended that the outside be cleaned and painted. The Birds Hill Water Tank is now 30 years old. It still has the original coating inside and out. The last few inspections have found no serious problems but the report recognized the age of the coating and its impending deterioration. Cleaning and painting is recommended as soon as practical. *(Submitted by: Department of Public Works)*

WATER CORE FLEET REPLACEMENT (\$124,200)

The Core fleet consists of passenger vehicles such as sedans and wagons, vans, pick-up trucks, small dump trucks and utility trucks. A ten year core fleet replacement schedule is included in

this Plan as Appendix E. Unless circumstances require otherwise, the vehicle scheduled to be replaced in FY08 is Unit #14, a 1998 six wheel dump truck with 46,440 miles to be replaced with a ten wheel dump truck. (*Submitted by: Department of Public Works*)

Prepared by: Office of the Town Manager, January 2, 2007

Glossary

Provided below are some of the most commonly used terms in capital planning and debt management.

BOND – A written promise to pay a specified sum of money (called the face value or principal amount) at a specified date or dates in the future (called the maturity date), together with periodic interest at a specified rate. The difference between a note and a bond is that the latter runs for a longer period of time and requires greater legal formality.

BOND ANTICIPATION NOTE – Short-term interest-bearing notes issued by a government in anticipation of bonds to be issued at a later date. Notes are retired from proceeds from the bond issue to which they are related (also referred to as a BAN).

CAPITAL IMPROVEMENT PLAN (CIP) – A financial planning and management tool that identifies public facility and equipment requirements and schedules them for funding and implementation.

CAPITAL PROJECT – Major, non-recurring expenditure involving one or more of the following: acquisition of land for a public purpose; construction of or addition to a facility such as a public building, water or sewer lines, play field, etc.; rehabilitation or repair of a building, facility, or equipment, provided the cost is \$25,000 or more and the improvement will have a useful life of five years or more; purchase of equipment costing \$25,000 or more, with a useful life of five years or more; and any planning, engineering, or design study related to an individual capital project.

CHAPTER 90 – Massachusetts General Laws (M.G.L.) Chapter 90, Section 34 authorizes the Commonwealth to allocate funds to municipalities, through the Transportation Bond Issue, for highway construction, preservation and improvement projects that create or extend the life of capital facilities; routine maintenance operations such as pothole filling and snow and ice removal are not covered. The formula for determining the Chapter 90 level of funding is based on a municipality's miles of public ways, population and level of employment. Municipalities receive Chapter 90 reimbursement only for pre-approved projects.

DEBT EXCLUSION – A *temporary* increase in a municipality's levy limit (and possibly the levy ceiling) when a municipality's voters elect to exclude the payment of particular debt service from the constraints of Proposition 2 1/2. The debt service is then added to the levy limit for the life of the debt only. To place a debt exclusion question on the ballot requires a 2/3 vote of the entire Board of Selectmen. A simple majority vote by the voters is required for passage.

DEBT LIMIT – The maximum amount of gross or net debt that is legally permitted under State Law.

DEBT SERVICE – The amount paid annually to cover the cost of *both* principal and interest on a debt issuance until its retirement.

ENTERPRISE FUND – A municipal fund established for the operation of a municipal

utility, health care, recreational, or transportation facility whereby the operations are fully funded by the fees associated with that enterprise rather than by the tax levy. The "surplus" or retained earnings generated by the operation of the enterprise remain with the fund to offset future capital improvements, extraordinary maintenance expenses, or to reduce future fees and charges of the fund.

FIXED ASSETS – Assets of a long-term character, which are intended to continue to be held or used, such as land, building, and improvements other than buildings, machinery, and equipment.

FULL FAITH AND CREDIT – A pledge of the general taxing power for the payment of debt obligations. Bonds carrying such pledges are referred to as general obligation bonds or full faith and credit bonds.

GENERAL OBLIGATION BONDS – Bonds for the payment of which the full faith and credit of the issuing government are pledged.

INFRASTRUCTURE – The underlying foundation or basic framework of an organization or system, e.g., roads, bridges, buildings, land, and natural resources.

LEASE-PURCHASE AGREEMENTS – Contractual agreements which are termed "leases," but which in substance amount to purchase contracts in which the financing is provided by an outside party.

LEVY LIMIT – Property tax levy limits that constrain the total amount of revenue that can be raised from the property tax. In Massachusetts, the levy limit is governed by Proposition 2 1/2.

NOTE PAYABLE – In general, an unconditional written promise signed by the maker to pay a certain sum in money on demand or at a fixed or determinable time either to the bearer or to the person designated therein.

OVERRIDE – A *permanent* increase of a municipality's levy limit (but not the levy ceiling) when the majority of voters in a municipal election approve such an override. The override amount becomes part of the levy base when setting the next year's levy limit. To place an Override question on the ballot requires a majority vote of the Board of Selectmen. A simple majority by voters is required for passage.

PAY-AS-YOU-GO – A term used to describe the financial policy of a government which finances all of its capital outlay from current revenues rather than by borrowing. A government which pays for some improvements from current revenues and others by borrowing is said to be on a partial or modified pay-as-you-go basis.

PAY-AS-YOU-USE – A term used to describe the financial policy of a government which finances its capital outlays from borrowing proceeds and pays for capital assets over their useful life.

PROPOSITION 2 ½ -- That measure which limits municipal property taxes to 2.5 percent of the community's full and fair cash value (levy ceiling), and which limits the amount of revenue a municipality can raise through property taxes (levy limit) to 2.5 percent each year, plus a factor for new growth. A municipality may exceed its levy limit in two ways: override or debt exclusion.

STABILIZATION FUND – M.G.L. Ch. 40, Sec. 5B allows a municipality to appropriate annually to such fund an amount to be raised in the preceding fiscal year; the aggregate amount in the fund shall not exceed ten percent of the equalized valuation of the municipality. The treasurer shall be custodian of the fund and may invest the proceeds legally; any interest earned shall remain with the fund. The Stabilization Fund may be appropriated in a town at a town meeting by two-thirds vote. The appropriation may be used for any lawful purpose.

UNRESERVED FUND BALANCE (ALSO CALLED FREE CASH) – A community's unrestricted available funds that may be used as a funding source for appropriations. Unreserved Fund Balance is generated when the actual operating results compare favorably with the budget. It can only be used after the certification process by the Department of Revenue is complete. For example, the July 1, 2006 certified amount may be used to fund supplemental appropriations voted during fiscal year 2007, or applied as a revenue source to support the fiscal 2008 budget voted in the spring of 2007.