

Town of Needham Department Information	
Department	Board of Selectmen and Town Manager
DSR1	
Operational Considerations	
<p>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.</p> <p>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.</p> <p>The only fees charged by the department involve licensing. In FY05, the Board of Selectmen approved a significant increase in the liquor license fees, which was phased in over three fiscal years (FY05, FY06, and FY07). Other fees collected include common victualler, Class I and II motor vehicle sales, second hand goods dealers, pool tables, bowling alleys, lodging, livery, automatic amusement, and entertainment. Liquor License revenue has been as follows:</p> <p>FY04: \$28,245  FY05 \$40,105  FY06 \$48,005  FY07 \$61,755</p> <p>The FY09 budget submission is 2.8% (or \$18,225) higher than the FY08 appropriation, exclusive of a proposed one-time expenditure (\$18,500) for photocopier replacement. After accounting for cost of living and related adjustments from the classification, performance and settlements pool (\$8,159) which have been added to the appropriated budget, the salary request is 2% higher than the prior year.</p> <p>The salary request includes an additional .2 FTE. This reflects a reallocation of a portion of Town Meeting worker wages, Town Report related wages, switchboard coverage, and tuition reimbursement to fund additional hours for the Department Specialist who now provides greater office coverage while performing the functions previously funded under the noted line items. Since the Department Specialist was already benefit-eligible, there is no increase in benefit costs. The Department Specialist will also provide support to the Assistant Town Manager/Finance who has no administrative staff. This will be particularly helpful in the administration of the insurance program.</p> <p>Allocation of supplies and expenses among the various line items is consistent with the BVA, and there has been no increase proposed to the bottom line.</p> <p>This budget request includes a proposed \$18,500 in one-time funding for the replacement of a photocopier. The photocopier in the Town Clerk’s Office (serving many departments) is in</p>	

Town of Needham Department Information	
Department	Board of Selectmen and Town Manager
<p>disrepair and is quite difficult and costly to repair. The newest photocopier would be the primary, high production copier for the building, and an older copier will be transferred to the Town Clerk's Office.</p> <p>Finally, the FY09 budget submission includes cost of living adjustments for members of the ITWA bargaining unit, but not for non-represented employees.</p>	
Performance Factors	
<p><b>Goals</b></p> <p>The Board of Selectmen updated its goals in August, 2007.</p> <p><b>Capital Facilities &amp; Infrastructure</b></p> <ul style="list-style-type: none"> <li>• Complete the Facility Master Plan including:               <ul style="list-style-type: none"> <li>• Senior Center (Design Funding and Construction Funding)</li> <li>• Town Hall (Complete Feasibility, Consider Design Funding)</li> <li>• DPW (Conceptual Plans)</li> </ul> </li> <li>• Draft a proposed by-law relating to private ways and public easements on private property</li> <li>• Complete evaluation of the operations of the Department of Public Works and begin implementation of approved recommendations</li> </ul> <p><b>Finance</b></p> <ul style="list-style-type: none"> <li>• Develop and achieve consensus on a plan for sequencing and financing capital facilities</li> <li>• Develop and achieve consensus on policies for on-going reserves</li> <li>• Continue efforts to ensure sustainable local government in Needham</li> </ul> <p><b>Economic Development</b></p> <ul style="list-style-type: none"> <li>• Continue to explore ways to improve the business districts; explore options for increasing accessible parking and/or construction of a parking structure in the downtown</li> <li>• Explore further rezoning of the Needham Business Center to encourage development (refer to Council of Economic Advisors)</li> <li>• Continue efforts to improve the permitting process in Needham</li> <li>• Explore opportunities for the development of the Needham Heights MBTA lot for housing, parking, etc.</li> </ul> <p><b>Open Space/Conservation/Recreation</b></p> <ul style="list-style-type: none"> <li>• Begin the process for leasing the golf course property</li> <li>• Begin discussions about the possible future use of Ridge Hill and Nike Site for recreational purposes</li> <li>• Explore opportunities to promote the formation of a local land trust to help protect open space</li> <li>• Establish a protocol for evaluating/accepting land donations.</li> <li>• Continue efforts to increase the number of playing fields and improve the quality of existing fields; begin implementation of the field study recommendations</li> <li>• Identify parcels adjacent to centrally located open space (such as Nehoiden Property) for potential acquisition/protection</li> </ul>	

Town of Needham Department Information			
Department	Board of Selectmen and Town Manager		
<p><b>Affordable Housing</b></p> <ul style="list-style-type: none"> <li>• Increase the number of appropriate affordable housing units</li> <li>• Develop guidelines for housing production</li> <li>• Explore transit-oriented development and adaptive reuse</li> <li>• Monitor the process of the Charles River Landing project</li> <li>• Evaluate redevelopment options for the Stephen Palmer Facility</li> </ul> <p><b>Strategic/Master Planning</b></p> <ul style="list-style-type: none"> <li>• Initiate a strategic planning process</li> </ul> <p><b>Other</b></p> <ul style="list-style-type: none"> <li>• Consider efforts for "beautification" of the Town</li> <li>• Explore ways to make town practices and operations more environmentally sound including consideration of alternative energy use, increased fuel efficiency and conservation</li> <li>• Appoint a Tercentennial Celebration Executive Committee and Chairman</li> <li>• Evaluate options for regulating lawn signs</li> <li>• Review tax policy for senior citizens</li> </ul> <p>The focus of the Department has and continues to be providing support and resources for operating departments to implement performance measurement programs. The Department's approved FY08 DSR-4 for performance measurement (\$17,000) is funding our participation in the ICMA Center for Performance Measurement (Police Department, and possibly road maintenance), support for the Townstat program, and participation in a customer satisfaction survey (scheduled for spring, 2008).</p> <p>Consistent with our Sustainable Needham Initiative, and our Community Energy Challenge goal of a 10% reduction in energy use, we intend to implement our building energy use benchmarks and track the impact of energy saving measures on facility energy use.</p>			
2009 Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total Request
Personnel	508,402	70,000	578,402
Services, Supplies and Expenses	166,450		166,450
Operating Budget Capital	18,500		18,500
<b>Total Operating Request</b>	<b>693,352</b>		<b>763,352</b>

Fiscal Year 2009 Proposed Budget

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Town of Needham Department Expenditure Detail									
Department			Board of Selectmen and Town Manager						
DSR2A									
Personnel	FY 2007			FY 2008			FY 2009		
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)
	5	3	6.8	5	3	6.7	6	2	6.9
Salary and Wage Description								FY 2009 Amount	
1. Salary and Wage Full Time Positions								449,231	
2. Salary and Wage Part Time Positions								32,804	
3. Other Salary and Wage Expenses - (Itemized Below)									
Selectmen's Stipends/BOS								7,800	
Tuition Reimbursement								2,000	
Vacation/Sick Replacement/COM								2,000	
Payment in lieu of Vacation/TM/PER								7,800	
<b>Sub Total A (1+2+3)</b>								<b>501,635</b>	
4. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
Town Meeting Workers /TMTR								4,700	
Town Report/TMTR									
Recording Secretary/BOS								1,717	
<b>Sub Total B (4)</b>								<b>6,417</b>	
5. Salary and Wage Overtime (Itemized Below)									
Overtime Personnel								350	
<b>Sub Total C (5)</b>								<b>350</b>	
<b>6. Total Salary and Wages (A+B+C)</b>								<b>508,402</b>	

Fiscal Year 2009 Proposed Budget

<b>Town of Needham Department Expenditure Detail</b>			
<b>Department</b>		<b>Board of Selectmen and Town Manager</b>	
<b>DSR2B</b>			
Description		Item Total	FY 2009 Amount
Energy			
Repairs & Maintenance	Copy Machine Meter Charges, Copier and Fax Machine Maintenance/COM Telephone Maintenance, installation and repair/COM	5,900 16,600	22,500
Rental & Leases	Local and long distance charges/COM	47,000	47,000
Other Property Related Services			
Professional & Technical	Performance Needham/TM Consulting services, etc./TM Town Report/TR Staff training, Municipal Training Group/PER Recruitment/Ass. Ctr./PER Recruitment/Adv./PER	17,000 2,600 3,200 4,500 15,000 15,000	57,300
Communications	Postage, advertising, printing, phones/TM TM & Election Warrants, legal notices, constables, badges, etc. /TMTR Town Clerk's records, committee reports, electronic reproduction, binding, town report, by- laws/TMTR Postage, printing, phone/PER	4,000 6,400 4,000 2,300	16,700
Recreation			
Other Purchased Services	Town Meeting/TMTR Town Report/TMTR	500 100	600
Office Supplies	Office Supplies/TM Office Supplies/PER Office Supplies/COM	1,600 1,200 500	3,300
Building & Equipment Supplies			
Custodial Supplies			
Grounds Keeping Supplies			
Vehicular Supplies			
Food and Service Supplies	Official Functions	200	200
Medical Supplies			
Public Works Supplies			
Other Supplies & Equipment	Expenses/COM Expenses/PER Expenses/TM	900 200 300	1,400

Fiscal Year 2009 Proposed Budget

Town of Needham Department Expenditure Detail			
Department	Board of Selectmen and Town Manager		
Intergovernmental Charges			
Travel & Mileage	MMA etc./BOS	1,700	
	ICMA, MMA, MMMA, etc./TM	3,200	
	ICMA, MMA, MMMA, MMPA, HUG/PER	2,200	7,100
Dues & Subscriptions	Norfolk County, MMA/BOS	7,950	
	ICMA, MMMA, etc./TM	1,500	
	ICMA, MMMA, MMPA/PER	900	10,350
<b>7. Total Expenses</b>			<b>166,450</b>
<b>DSR2C</b>			
Capital Equipment Replacement	Town Hall Photocopier	18,500	18,500
<b>8. Total Operating Budget Capital</b>			<b>18,500</b>
<b>9. Total Non-Personnel Expenditures (Line 7 + Line 8)</b>			<b>184,950</b>

<b>Town of Needham Performance Improvement Funding Request</b>			
<b>Department</b>	<b>Town Manager/Board of Selectmen</b>		
Request Title	Personnel Director	Priority #	<b>1</b>
<b>DSR4</b>			
<b>Reason for the Request</b>			
<p>Under the Town Manager form of government, the daily oversight and leadership role of the Assistant Town Managers has changed significantly. The Assistant Town Manager/Personnel is responsible for supervision of the Community Development Departments (Building, Planning, Appeals, and Conservation) as well as the Health Department and the Diversified Community Social Services Department (Senior, Veterans and Youth Services). The Assistant Town Manager/Finance is responsible for the Finance Department (Information Technology, Assessing, Accounting, Treasurer/Collector, and Parking) as well as the Library and Town Clerk (as a liaison). Both of the Assistant Town Managers also have a significant volume of work in their particular specialty area – personnel or finance.</p> <p>This request would restore the position of Personnel Director which was eliminated in 1998 with the creation of the Assistant Town Administrator position. While in the past the human resources function could be combined with the role of Assistant Town Administrator, that position was not responsible for direct supervision of operating departments. In addition, since that time, the regulatory and legal requirements in the field of human resources have continued to grow. 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>			
<b>Expected Results</b>			
<p>The creation of this position would allow the Assistant Town Manager/Personnel Director more flexibility to provide assistance to the Assistant Town Manager/Finance and provide greater availability to assume responsibility for projects and programs currently the undertaken by the Town Manager and those not assigned due to workload.</p> <p>The new Town Manager form of government has and will allow for greater coordination among departments, sharing of resources, creation of efficiencies and economies of scale, and improvement of communication Town-wide. After two full years under this system, it is clear that the number of senior management staff members is not aligned with the high expectations that the Community has set for us. The creation of this position will be of invaluable assistance in allowing the ATM/Personnel Director to focus on areas of general and Town-wide concern while also providing oversight and support to the Personnel Department.</p> <p>Comparable communities using this proposed structure include Natick, Newton, Lexington, Walpole, Concord, Andover, Framingham and Brookline.</p>			
<b>Expenditure Description</b>			
<p>Examples of responsibilities that would be assigned to the Personnel Director include: on-going routine maintenance of the Town’s automated personnel/payroll software, implementation of payroll changes, oversight of classification and compensation studies and administration of the classification plan, drafting of job descriptions, response to salary surveys, conducting research</p>			

<b>Town of Needham Performance Improvement Funding Request</b>			
<b>Department</b>	<b>Town Manager/Board of Selectmen</b>		
<b>Request Title</b>	Personnel Director	<b>Priority #</b>	<b>1</b>
<p>in support of collective bargaining efforts, development of performance measures for human resources, oversight and extension of the recruitment process (including participating in interviews, conducting assessment centers, exploring use of personality profiles to better align employee values with community values), coordinating the Civil Service program, managing the Family and Medical Leave Act, participating in collective bargaining, administering collective bargaining agreements, providing advice, guidance, and assistance to department managers, supervising and serving as a back up to the benefits coordinator, costing of collective bargaining agreements, development of the personnel-related portion of the operating budgets, ensuring compliance with EEO4 reporting, managing and improving the Town's training program, implementing an orientation program, creation of an internship program, management of the workers compensation program, acting as safety officer, updating the human resource system, exploring new benefits offerings, implementing employee recognition opportunities, and the like.</p>			
<b>Expenditure Classification</b>	<b>Frequency</b>		<b>Amount</b>
	Recurring	One-Time	
Personnel	X		70,000
Expenses			
Capital			
Other (explain)			
<b>Total Request</b>			<b>70,000</b>
<b>Other Budgetary Considerations</b>			
		<b>YES</b>	<b>NO</b>
Does this request include technology?			X
If so, has it been reviewed by the Information 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 or included in the amount requested above?		X	
Are there other recurring costs related to the request which is not included above?		X	
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?			X
<p>This position would be benefit-eligible and would require FICA withholding as well as office supplies, desk, computer, etc.</p>			

Town of Needham Department Information	
Department	Town Clerk & Board of Registrars
DSR1	
Operational Considerations	
<p><b><u>Town Clerk/Board of Registrars:</u></b>                      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. FY2009 has three scheduled elections – The State Primary on September 16, 2008, the State Election on November 4, 2008, and the Annual Town Election on April 14, 2009 as opposed to Fiscal Year 2008 which had only two scheduled elections – The Presidential Primary, March 4, 2008 and the Annual Town Election, April 8, 2008.</p> <p>The combined Town Clerk/Board of Registrars budget shows an overall increase of 20,282. Much of the increase is due to the additional scheduled election, which includes salaries for 80 election workers, additional election programming and supplies and additional postage costs for absentee ballots for 3 elections as well as the annual census mailing.</p> <p>Salaries: + 214,277 includes the cost of the salaries for election workers for the additional election (10,300) and salary cost of living adjustments and step increases (3,977).</p> <p>Services, Supplies and Expenses:: + 6,005 includes 10 in repairs and maintenance, 1,370 in estimated postage costs, 2,175 for additional election programming and printing costs, 1,600 for the initial purchase of two 4-unit voting booths, 700 for a new adding machine and laminator, and 150 for increased travel expense.</p> <p>Expenses: Represents an increase of 150 in the Conference category.</p> <p><b>Total Town Clerk/Board of Registrars Budget for FY09 = 308,838 representing a total increase of 20,282 after accounting for salary and wage transfers.</b></p>	
Performance Factors	
<p><b><u>Town Clerk/Board of Registrars:</u></b>                      The combined office of the Town Clerk and Board of Registrars will be extremely busy in Fiscal Year 2009 conducting the State Primary, the State Election, and the Annual Town Election as well as 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. The November 4, 2008 State Election is the busiest and most time consuming election in a four-year period with the election of the United States President. Every voter who has not shown up in the past 4 years is on our doorstep either voting in person or by absentee ballot. This will represent an increase in postage expense in FY09. 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 &amp; 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. We are currently entering our vital records into an access database hoping that proposed vitals legislation will eventually provide a</p>	

**Town of Needham  
Department Information**

<b>Department</b>	<b>Town Clerk &amp; Board of Registrars</b>
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statewide electronic database for our vital records. The staff serves as commissioners to qualify the oath of office to state commissions and acts as agents to process passport applications. The increase in fees that went into effect on January 2, 2007 is reflected in the increase in revenues.

FY2007 revenue totaled **213,396.39 compared with 176,434.29** in FY2006. This represents a 20% revenue increase. The following are total revenues by category:

	FY2007	FY2006	FY2005	FY2004
<b>Liquor Licenses:</b>	61,755.	48,005.	40,105.	28,245.
<b>Other Licenses:</b>	22,351.	19,776.	19,424.	18,441.
<b>Dog Licenses:</b>	26,469.	25,096.	24,809.	23,735.
<b>Fish &amp; Game (paid to town):</b>	290.	293.40	279.95	305.10
<b>Fish &amp; Game (paid to state): *</b>	5,688.75	5,562.00	5,394.00	5,792.75
<b>General Fees:</b>	88,412.64	69,421.62	79,882.80	73,735.
<b>Passports:</b>	8,130.	6,900.	6,210.	7,260.
<b>UCC Fees from Sec. of State:</b>	0	1,288.27	2,420.70	3,691.04

\* (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)

Preservation of old town records continues with the completion of one volume in the fall of 2007. To date we have restored twenty-four 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. Fiscal Year 2006 Town Clerk's Records were added to the program. 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. The Massachusetts Town Clerks' Association in consultation with the Registry of Vital Records and Statistics proposed its own version of the vitals legislation that will affect certified copies of birth records in particular and death and marriage records in addition. Changes in federal regulations and technology will require action on the part of Massachusetts. Because we continue to wait and hope for this legislation to move forward, we have begun entering our vital records into the town's computer system beginning with the year 2000 and working forward. As time permits, we hope to move backward to 1711 when the town first started compiling the births, marriages and deaths of its residents. 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, 2003, provisional ballots for

<b>Town of Needham Department Information</b>			
<b>Department</b>	<b>Town Clerk &amp; Board of Registrars</b>		
<p>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 Secretary of the Commonwealth provided federally mandated electronic handicapped marking machines (the AutoMARK) per each polling location (7) for the April 9, 2007 Annual Town Election. The initial debut and successful implementation of these marking machines included a training session of the town's election workers prior to the 2007 Annual Town Election. 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. We have posted notices, sent press releases, and contacted the High School to solicit students to work on election days, but to date have had no response. 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 and 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.</p> <p>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.</p>			
<b>2009 Request Recap</b>			
Description	Base Request DSR2	Additional Request DSR4	Total Request
Personnel	272,403	0	272,403
Services, Supplies and Expenses	36,535	0	36,535
Operating Budget Capital	0	0	0
<b>Total Operating Request</b>	<b>308,938</b>	<b>0</b>	<b>308,938</b>

Fiscal Year 2009 Proposed Budget

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Town of Needham Department Expenditure Detail									
Department			Town Clerk & Board of Registrars						
DSR2A									
Personnel	FY 2007			FY 2008			FY 2009		
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)
	4	2	4.6	4	2	4.6	4	2	4.6
Salary and Wage Description									FY 2009 Amount
1. Salary and Wage Full Time Positions									211,081
2. Salary and Wage Part Time Positions									25,137
3. Other Salary and Wage Expenses - (Itemized Below)									
Board of Registrars stipend for Town Clerk - MGL - 1,000									1,100
Board of Registrars Salary (545 x 3) - 1635									1,635
<b>Sub Total A (1+2+3)</b>									<b>238,953</b>
4. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
80 Election workers per election (3 elections FY2009)									
10 Wardens x 150 = 1500 x 3 elections = 4500									
10 Clerks x 150 = 1500 x 3 elections = 4500									
40 Inspectors x 120 = 4800 x 3 = 14,400									
20 Relief workers x 8.29 166 x 3 = 500, Staff = 650 x 3 = 1950									
Custodians = 1200 x 3 = 3,600, Census follow-up = 1,000									
<b>Sub Total B (4)</b>									<b>30,450</b>
5. Salary and Wage Overtime (Itemized Below)									
Annual overtime = 3,000									
<b>Sub Total C (5)</b>									<b>3,000</b>
<b>6. Total Salary and Wages (A+B+C)</b>									<b>272,403</b>

Fiscal Year 2009 Proposed Budget

<b>Town of Needham Department Expenditure Detail</b>			
<b>Department</b>	<b>Town Clerk &amp; Board of Registrars</b>		
<b>DSR2B</b>			
Description	Item Total	FY 2009 Amount	
Energy			
Repairs & Maintenance	4 Typewriters = 500 1 time clock = 110 11 Accuvote machine @ 200 = 2200		2,810.
Rental & Leases	Iron Mt. Storage = 400 P. O. Box 920663 = 100		500.
Other Property Related Services			
Professional & Technical	Print AG By-laws-300 Binding Vitals/Misc 1375 Other 325 Record Restoration 1000 Print 2008 St. List 2600 Census Forms 1500 Drop Notices 1000 Warrants (3) 375 Prog/Print ballots (3) ATE = 6,000 St. Prim. = 1400 St. Elec. = 1500 2 voting booth (4-unit) 1600		18,975.
Communications	TC Postage @.41 - 1700 Census 11,000 @ .37 = 4,070, Confirmation Notices = 520, Absentee (3 elections) 250+250 +1700 x .63 = 1386 Other 24		7,700.
Recreation			
Other Purchased Services			
Office Supplies	Misc. Supplies - 1000 Misc. Elections(3) - 1200 Adding Machine - 150 Dog tags/licenses - 550 Laminator - 300		3,200.
Building & Equipment Supplies			
Custodial Supplies			
Grounds Keeping Supplies			
Vehicular Supplies			
Food and Service Supplies	Election Workers food supplies for 3 elections 400		400.
Medical Supplies			
Public Works Supplies			
Other Supplies & Equipment	Town Clerk Bond - 100		100.
Intergovernmental Charges			

Fiscal Year 2009 Proposed Budget

Town of Needham Department Expenditure Detail			
Department	Town Clerk & Board of Registrars		
Travel & Mileage	3 MTCA conferences -900 1 NEACTC - 350 1 NEMCI - 850 Tri-County (2) 300		2,450.
Dues & Subscriptions	IIMC - 105 NEACTC - 20 MTCA- 200 Tri-county - 25		400.
<b>7. Total Expenses</b>			<b>36,535</b>
<b>DSR2C</b>			
Capital Equipment Replacement			0
<b>8. Total Operating Budget Capital</b>			<b>0</b>
<b>9. Total Non-Personnel Expenditures (Line 7 + Line 8)</b>			<b>36,535</b>

Town of Needham Department Information			
Department	Town Counsel		
DSR1			
Operational Considerations			
<p>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.</p> <p>Turn around time on requests to draft, edit or review by-laws, regulations, proposals and contracts. Meet with the Town Manager and School Department officials 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.</p>			
2009 Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total Request
Personnel	65,355	0	65,355
Services, Supplies and Expenses	193,500	10,000	203,500
Operating Budget Capital			
<b>Total Operating Request</b>	<b>258,855</b>	<b>10,000</b>	<b>268,855</b>

Fiscal Year 2009 Proposed Budget

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Town of Needham Department Expenditure Detail									
Department			Town Counsel						
DSR2A									
Personnel	FY 2007			FY 2008			FY 2009		
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)
	0	1	.3	0	1	.3	0	1	.3
Salary and Wage Description								FY 2009 Amount	
1. Salary and Wage Full Time Positions								65,355	
2. Salary and Wage Part Time Positions									
3. Other Salary and Wage Expenses - (Itemized Below)									
Sub Total A (1+2+3)								65,355	
4. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
Sub Total B (4)								0	
5. Salary and Wage Overtime (Itemized Below)									
Sub Total C (5)								0	
6. Total Salary and Wages (A+B+C)								65,355	

Fiscal Year 2009 Proposed Budget

Town of Needham Department Expenditure Detail			
Department		Town Counsel	
DSR2B			
Description		Item Total	FY 2009 Amount
Energy			
Repairs & Maintenance			
Rental & Leases			
Other Property Related Services			
Professional & Technical	Professional consulting fees	190,000	190,000
Communications			
Recreation			
Other Purchased Services			
Office Supplies			
Building & Equipment Supplies			
Custodial Supplies			
Grounds Keeping Supplies			
Vehicular Supplies			
Food and Service Supplies			
Medical Supplies			
Public Works Supplies			
Other Supplies & Equipment			
Intergovernmental Charges			
Travel & Mileage			
Dues & Subscriptions			3,500
<b>7. Total Expenses</b>			<b>193,500</b>
DSR2C			
Capital Equipment Replacement		0	0
<b>8. Total Operating Budget Capital</b>			<b>0</b>
<b>9. Total Non-Personnel Expenditures (Line 7 + Line 8)</b>			<b>193,500</b>

<b>Town of Needham Performance Improvement Funding Request</b>			
<b>Department</b>	<b>Town Counsel</b>		
Request Title	Professional & Technical Services	Priority #	1
<b>DSR4</b>			
Reason for the Request			
It is anticipated that the hourly rates charged by the professionals who perform these services will increase during the upcoming year.			
Expected Results			
That we are able to pay for these consultants without an interruption in legal services.			
Expenditure Description			
An increase of \$10,000 increase in the Professional & Technical Account Line			
Expenditure Classification	Frequency		Amount
	Recurring	One-Time	
Personnel			
Expenses	x		10,000
Capital			
Other (explain)			
Total Request			10,000
Other Budgetary Considerations			
	YES	NO	
Does this request include technology?		X	
If so, has it been reviewed by the Information 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 or included in the amount requested above?	X		
Are there other recurring costs related to the request which is not included above?		X	
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?		X	
Outlined above under "Expected Results" section			

<b>Town of Needham Department Information</b>			
<b>Department</b>	<b>Personnel Board</b>		
<b>DSR1</b>			
<b>Operational Considerations</b>			
<p>The Personnel Board is created under MGL Chapter 41, Sections 108A &amp; 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: 1) 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; 2) 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; 3) 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.</p> <p>The Personnel Board has several objectives for FY2009 and beyond:                      Conduct a classification study in accordance with the practice of the Town Manager Charter;                      Continue to review and adjust employee grievances when necessary;                      Continue to review/comment on personnel policies and practice to remain current in the field of human resources and consistent with the Charter, 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.</p>			
<b>2009 Request Recap</b>			
Description	Base Request DSR2	Additional Request DSR4	Total Request
Personnel	1,601		1,601
Services, Supplies and Expenses	10,000		10,000
Operating Budget Capital	0		0
<b>Total Operating Request</b>	<b>11,601</b>		<b>11,601</b>

Fiscal Year 2009 Proposed Budget

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Town of Needham Department Expenditure Detail									
Department			Personnel Board						
DSR2A									
Personnel	FY 2007			FY 2008			FY 2009		
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)
	0	0	0	0	0	0	0	0	0
Salary and Wage Description								FY 2009 Amount	
1. Salary and Wage Full Time Positions									
2. Salary and Wage Part Time Positions									
3. Other Salary and Wage Expenses – (Itemized Below)									
Sub Total A (1+2+3)								0	
4. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
Recording Secretary								1,601	
Sub Total B (4)								1,601	
5. Salary and Wage Overtime (Itemized Below)									
Sub Total C (5)								0	
6. Total Salary and Wages (A+B+C)								1,601	

Fiscal Year 2009 Proposed Budget

Town of Needham Department Expenditure Detail			
Department		Personnel Board	
DSR2B			
Description	Item Total	FY 2009 Amount	
Energy			
Repairs & Maintenance			
Rental & Leases			
Other Property Related Services			
Professional & Technical	Compensation and Classification Study	10,000	10,000
Communications			
Recreation			
Other Purchased Services			
Office Supplies			
Building & Equipment Supplies			
Custodial Supplies			
Grounds Keeping Supplies			
Vehicular Supplies			
Food and Service Supplies			
Medical Supplies			
Public Works Supplies			
Other Supplies & Equipment			
Intergovernmental Charges			
Travel & Mileage			
Dues & Subscriptions			
<b>7. Total Expenses</b>			<b>10,000</b>
DSR2C			
Capital Equipment Replacement			0
<b>8. Total Operating Budget Capital</b>			<b>10,000</b>
<b>9. Total Non-Personnel Expenditures (Line 7 + Line 8)</b>			<b>10,000</b>

Town of Needham Department Information	
Department	Finance Department
DSR1	
Operational Considerations	
<p>The Finance 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 related expenses) 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 a means to continue services with the same staff level, which would make the elimination of the technology more expensive for the Town rather than a cost savings.</p> <p>Although the Finance Department must track and account for numerous <b>revolving funds</b> and <b>grants</b>, 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 continues to use the services of <b>senior volunteers</b> to do some work. No provision for clerical support for basic office work and follow up on routine correspondence has yet to be made for the ATM - Finance Director, who previously relied on a part-time staff member in the Veterans Services department to do some of this work. The position was eliminated two years ago. Two consequences have been some delays in the response time to general inquiries and lengthened the follow up time to MIIA and legal on potential and pending claims.</p> <p>The Finance Department has seen changes with its staff, and the retirement of a long serving Director of MIS. The department filled the Assistant Town Account position which has already shown benefits to the Town. The hiring of a new Director of MIS promises to open new opportunities, as well as new challenges to move overall IT solutions to meeting today’s expectation for technology enhanced services.</p> <p>This being the first complete year with an Assistant Town Accountant, some processes have improved. The most noticeable change was the annual audit being performed at the beginning of October, whereas in years past it has been later in the year or even into the new year. This demonstrates that the Assistant Town Accountant has been able to take over tasks that the Town Accountant was performing in order for the Town Accountant to have the audit field work performed earlier. There are still tasks which can be improved over time - i.e. additional and more frequent training to town staff. As the Accounting team is better trained and experienced in their positions, these improvements will show.</p>	

Town of Needham Department Information	
Department	Finance Department
<p>The managers are looking to see what work flow changes and allocation of staff resources, complemented by outside assistance is possible to continue meeting the department's legal and operational responsibilities. We do see need to revamp ITC, but we believe for the present the current number of funded positions and reliance on strategic partnerships with vendors will allow us to meet the current level of systems support.</p> <p>We must however acknowledge that one of significant demands on the technology center is the need to do system support and diagnostics during non-standard business hours which necessitates the need for overtime. All systems and applications need to be running properly; down time affects all departments. Therefore, the department strives to keep all systems available 24 hours a day seven days a week. ITC staff has also needed to make themselves available off hours and weekends for help desk requests from departments which do have operations outside the normal Monday – Friday work week. We believe that our current practice of doing this work through overtime is, at present, a more economical approach than hiring more staff.</p> <p>The triennial revaluation of all real and personal property will be the primary focus of the assessing staff for FY 2009. As part of this revaluation, the staff will focus on the collection of property information, updating, in greater detail, a cross section of properties, and market valuations. This work does require the services of consultants, for which the current year budget does not provide funding. It should be noted that the Town made the decision a few years back that rather than fund year round permanent staff it would be more economical to hire appraisal consultants as needed, and every third year. We believe this holds true, hence requires the additional funding in this third year.</p> <p>The Collector's office continues to ensure that all bills, i.e. Real Estate, Personal Property, Excise, Water and Sewer are billed timely and in accordance with state statute. The continued monitoring and pursuit of delinquent accounts is essential to maintaining a 98% collection rate for tax revenue. The collector's office implemented "Pay Mode" which allows individuals, through the use of their home on line banking system, to pay their bills on line. This has provided a more efficient, effective and timely method for collection and depositing of receipts. We continue to see that customers like, want, and expect these type of options, but not at the expense of long standing methods to transact business. Another way to look at the public's response to many improvements is they expect more alternatives and expansion of options, not a substitution of options.</p> <p>The <b>FY 2009 budget submission</b> is \$2,039,820 which is a change of <b>\$73,711</b> or less than four percent (3.75%) over the current budget, after accounting for CBA and classification plan transfers. Please note that some of the changes are due to reallocation of existing funds from one object line to another in order to continue our efforts to match the expenditures with the object line which best describes it. There is also an additional \$62,000 requested through two DSR4 submissions, one for Assessing division alone, and another for the Accounting, Assessing, Collector/Treasurer, and Parking Clerk divisions. Below is a summary of the changes.</p> <p><b><u>Salary and Wages:</u></b> The FY 2009 submission is <b>\$12,740</b> higher than the current budget of \$1,291,273, an increase of less than one percent (.99%). The level service submission does not include any new additional staff; the FTE's for FY 2009 is the same, as FY 2008. The submission does include step and longevity increases, if applicable, and the two and one half percent COLA for the fourteen (14) employees who are members of the ITWA unit based on the union contract which</p>	

Town of Needham Department Information	
Department	Finance Department
<p>runs through June 30, 2010. Step and longevity increases, if applicable, for the two non-represented assistants, longevity pay increases for the one department manager who is "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 2009 would be funded through the salary reserve funded by Town Meeting. This budget now shows an estimate for overtime expense in ITC of \$20,000 for work that is done after normal business hours, and during weekends and holidays. The history of overtime expense for ITC is \$11,051 for FY 2007; \$10,889 for FY 2006, and \$5,788 in FY 2005. The actual amount of overtime pay would have been higher, but some employees chose compensatory time in lieu of pay. The overtime allowance for the Accounting, Assessing, and the Collector/Treasurer's offices has been level funded at \$500, \$500, and \$2,000 respectively. There are no DSR4 requests for additional personnel.</p> <p><b><u>Services, Supplies, and other Expenses:</u></b>                      The FY 2009 submission of \$710,807 is <b>\$55,971</b> more than the current appropriation or 8.55%. This percent increase, which is higher than in past years, is due to several factors. The most considerable increase which accounts for <b>approximately 45%</b> of the total is \$25,000 for <b>mandated triennial revaluation</b> work that the assessing office must conduct. The department's request also assumes a ten percent increase in the annual <b>independent audit</b> fee. Over the past few years the Town has benefited from a multi-year contract with the same auditing firm which has helped to keep this cost down. We expect that when the Town goes out to bid for renewal of this service market forces over the past few years will have driven up audit fees. We have had independent verification from other municipalities that have gone out to bid recently that the fees have indeed increased. The increase for revaluation and the audit are reflected in the <b>Professional and Technical</b> services line which increased overall by 12% or \$25,255 over the current budget. This does take into account the reclassification of some of the web site related expenses, which are now shown under Rental and Leases.</p> <p>The rental and leases expense line pays for the annual support and license agreements for the numerous applications supported the ITC. Costs are anticipated to increase by five percent or more, which has been an average contingency that historically and has worked well, as some companies have a higher increase while others have less. At the time the budget is established, most increases are not known. The change to the <b>Rental and Leases</b> line for FY 2009 is \$24,513 or a 14.8% increase over the FY 2008 budget amount; however this amount is inclusive of the web licensing and hosting fees, which are being reclassified from the Professional and Technical service to Rental and Leases. Excluding the transfer of the web license and hosting fees the net increase in Rental and Leases is less than ten percent (9.72%).</p> <p>Additionally, as new applications or hardware are added, due to either requests by departments, or the result of a need by the ITC to improve a system, or protect the network. There are increases to the annual maintenance costs as well as increase with the demand for ITC support both for software and hardware administration. These tools not only add to the rental and leases expense, but also to the <b>Repairs and Maintenance</b> line. The increase for maintenance related contracts is \$5,366 or approximately 11%.</p> <p>The department also expects that consulting service expenses will increase as the Town seeks support with research and interpretation of additional GASB accounting standards updates and required reporting to state agencies to maintain eligibility for funding and grant programs, e.g., Massachusetts School Building Authority (MSBA). This change is reflected under the <b>Other Purchased Services</b> line with a \$512 increase or less than two percent (1.41%) over FY</p>	

Town of Needham Department Information	
Department	Finance Department
<p>2008.</p> <p>We have increased <b>Communications</b> by less than one percent (0.63%) or \$500. Although there have been indications that another postage rate increase is being proposed for next year, we are holding this line essentially flat. Should postal rates be increased, if necessary, a supplemental request will be made.</p> <p>The department's basic operational supplies, expenses, tools, equipment and other commodities are classified under <b>Office Supplies, Other Supplies and Equipment, and Other Expenditures</b>. The total of these three lines for the current year is \$81,590; FY 2009 has been <b>reduced by \$250</b> to \$81,340. The decrease reflects the department's ability to secure better pricing through state and regional purchasing group contracts and tighter control on the use of these products. The Finance Department provides certain supplies used by departments, including 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.</p> <p>The work related travel, vehicle expenses, and other costs which include the cost for training and seminar attendance by staff and the Board of Assessors shows an <b>increase of \$325</b> or approximately one percent (1.12%) over FY 2008, much less than the actual increase in those costs. Most of the increase in <b>Travel and Mileage</b> has been offset with a <b>\$250 reduction</b> in the <b>Dues and Subscription</b> line approximately a five percent (5.54%) decrease.</p> <p><b><u>Operational Capital:</u></b> The FY 2009 submission of \$25,000 is an <b>increase of \$5,000</b>. These funds provide for the purchase of replacement PCs, low end data servers, and laser printers. The FY 2009 change is due to the need to replace two data file servers. The requested amount however, does not provide for the same level of replacements for 2009, it provides for less.</p> <p><b><u>Other Requests for Funding (DSR4):</u></b> The department has two DSR4 requests one for personal property compliance which should generate more revenue which will offset the one-time funding request and the other is for record storage.</p> <p>The Assessing office recommendations that the Town secure the services of a firm specializing in <b>personal (business) property verification and compliance</b>. A performance funding request for <b>\$50,000</b> is being submitted for FY 2009. The work would involve a comprehensive data gathering and analysis effort by an outside firm, which will allow our staff to receive training and experience in a very short time in the collection and valuing of all forms of personal property in the company of several highly trained and experienced individuals. Another benefit of doing a more comprehensive investigation into the number and type of personal property accounts in Town will be additional tax revenue. This request is the Department's highest priority and we believe, based on prior experience, this will result in a 100% return on the investment.</p> <p>The department has submitted yet again funding for <b>record storage</b>. 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,</p>	

Town of Needham Department Information	
Department	Finance Department
and hence this request would be recurring if approved. The requested amount is <b>\$12,000</b> .	
Performance Factors	
<p><b><u>ATM – Finance</u></b></p> <p><b>Percent of claims settled at no cost to the Municipality as compared to total claims filed against the self-insured fund.</b></p> <p>Measure: Number of claims filed vs. claims denied and incidents only.</p> <p><b>Interest rate on municipal debt compared to municipal market data benchmark.</b></p> <p>Measure: Interest rate paid on municipal bonds is tracked and computed, then compared to the Municipal market data benchmark.</p> <p><b>Average cost per claim against the Town’s self-insured fund</b></p> <p>Measure: Quarterly cost vs. prior year total.</p> <p><b>Percent of claims settled at no cost or low cost to the Town as compared to total claims filed against the Town.</b></p> <p>Measure: Number of claims filed vs. claims denied and incidents only.</p> <p><b>Average number of days to approve request to conduct solicitation for goods or services.</b></p> <p>Measure: Average number of days from request to issue contract ID number; average number of days from receipt of contract to execute and release purchase order.</p> <p><b><u>Accounting</u></b></p> <p><b>Direct deposit of pay participation by employees.</b></p> <p>Measure: Percentage of employees paid by direct deposit; last week of each quarter</p> <p><b>Number of management letter comments by Independent Auditors compared to prior years and the number of comments from a prior year which carried forward. A comment means something requires improvement.</b></p> <p>Measure: Number of comments; Number of comments from a prior year.</p> <p><b>Percentage of vendor invoices paid within 30 days.</b></p> <p>Measure: Percentage of invoices process for payment during the quarter.</p>	

Town of Needham Department Information	
Department	Finance Department
<p><b><u>Assessing</u></b></p> <p><b>Percent of taxable construction permits issued that were captured by the assessment date (Reports how much new construction is captured for taxation).</b></p> <p>Measure: Percentage of new construction permits inspected.</p> <p><b>Number of adjustments/changes in property valuation subsequent to the issuance of the actual tax bills.</b></p> <p>Measure: Number of changes (corrections) per year as a percent of the total number of parcels.</p> <p><b><u>Collector/Treasurer</u></b></p> <p><b>The Townstat project identified a possible solution to the cumbersome, time consuming process currently in place to enter data relative to RTS stickers. Modifications to the entry process should result in a reduction in staff time devoted to entering and verifying sticker application information.</b></p> <p>Measure: Average time per sticker issued to complete the process of inputting and accounting for RTS stickers sales.</p> <p><b>Optimize earnings on general funds while maintaining adequate liquidity.</b></p> <p>Measure: Needham average investment yield compared to MMDT index.</p> <p><b>Percent change in year-end delinquent tax receivables (tax money owed to the Town).</b></p> <p>Measure: percentage of tax levy uncollected at the end of each quarter and the fiscal year.</p> <p><b><u>Information Technology Center</u></b></p> <p><b>Percent of normal business hours enterprise data and system is available; percentage of time the network is available to our customers.</b></p> <p>Measure: Number planned or unplanned down times for an enterprise system during normal business hours; number of unplanned network down events; amount of time system is available vs. unavailable. Percent of time the system is available to our customers.</p> <p><b>Number of business days to close out a "Help Desk" request; percentage of "Help Desk" resolved satisfactory.</b></p> <p>Measure: Number of requests resolved within 1 BD; 2BD; 3BD; 4 BD; 5BD; More than 5BD; percentage of customers who rate service received as satisfactory or better.</p>	

Town of Needham Department Information			
Department		Finance Department	
<b><u>Parking Clerk</u></b>			
Percentage of parking ticket requiring formal hearing as a percent of total appeals.			
Measure: Number formal hearings over number of appeals received.			
2009 Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total Request
Personnel	1,304,013		1,304,013
Services, Supplies and Expenses	710,807	62,000	772,807
Operating Budget Capital	25,000		25,000
Total Operating Request	2,039,820	62,000	2,101,820

Fiscal Year 2009 Proposed Budget

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Town of Needham Department Expenditure Detail									
Department	Finance Department								
DSR2A									
Personnel	FY 2007			FY 2008			FY 2009		
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)
	21	2	21.7	21	2	21.7	21	2	21.7
Salary and Wage Description									FY 2009 Amount
1. Salary and Wage Full Time Positions									1,241,395
2. Salary and Wage Part Time Positions									23,230
3. Other Salary and Wage Expenses - (Itemized Below)									
Assistant parking clerk annual stipend serves in the absent of the hearing officer									1,500
Educational reimbursement									2,000
Payment in lieu of vacation									5,563
Sub Total A (1+2+3)									1,273,688
4. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
Collector/Treasurer office customer service part time staff 365 hours and vacation coverage to keep office open 5 days per week									5,885
Treasurer coin processing average 2 times month									1,440
Sub Total B (4)									7,325
5. Salary and Wage Overtime (Itemized Below)									
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.									20,000
Sub Total C (5)									23,000
6. Total Salary and Wages (A+B+C)									1,304,013

Fiscal Year 2009 Proposed Budget

Town of Needham Department Expenditure Detail				
Department	Finance Department			
DSR2B				
	Description	Item Total	FY 2009 Amount	
Energy				
Repairs & Maintenance	Hardware maintenance town	11,185		
	Hardware maintenance public safety IBM	6,050		
	Hardware maintenance public safety MDB	12,364		
	Hardware maintenance other equipment	17,124		
	Office equipment maintenance contracts e.g., small copier and fax machines, date & time stamp - AS	2,400		
	Appraisal software and network maintenance contract - AS	3,600	52,723	
Rental & Leases	Software license town wide	86,052		
	Software license public safety	53,141		
	Software license ops & networks	20,332		
	Software license GIS	11,277		
	Software license permitting	11,025		
	Software license & web hosting	8,400	190,227	
Other Property Related Services				
Professional & Technical	Independent financial audits financial and internal controls; federal single audit; SSA; DOE compliance - AC	57,805		
	Valuation and taxpayer appeal related consulting services for land, commercial property, and personal property - AS	25,000		
	2009 revaluation assistance - AS	25,000		
	Procurement regulation - FD	1,000		
	Parking ticket processing - PC	7,405		
	IT application services for any application or technical process requiring outside consulting or training - TC	50,000		
	Banking, lockbox, and service bureau fees - CT	50,200		
	Debt issuing costs not included in prior appropriations and paying agent fees, & MWPAT fees - CT	19,600	236,010	
	Communications	Postage & copying - AC	500	
		Postage, certified, copying, and cell telephones - AS	3,000	
Postage, copying, mailing permit, postage machine fees, POB, and				

Fiscal Year 2009 Proposed Budget

<b>Town of Needham Department Expenditure Detail</b>			
<b>Department</b>	<b>Finance Department</b>		
	calling services - CT	68,100	
	Postage & copying - FD	500	
	Postage & copying - PC	3,500	
	Postage, copying, cell telephones and fax line services - TC	4,500	80,100
Recreation			
	Other Accounting Services MSBA filings - AC	5,632	
	Binding of permanent records, Registry of Deeds, and Land Court Fees - AS	1,500	
Other Purchased Services	Ambulance billing and processing services - CT	26,200	
	Services not otherwise covered by maintenance or license agreement - TC	3,500	36,832
	General supplies including pens, pencils, office equipment supplies, ink, folders, paper stock, binders, non-print envelopes, labels, etc.		
	Office supplies and materials - AC	1,800	
	Office supplies and materials - AS	600	
Office Supplies	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 - AS	1,400	
	Office supplies and materials - CT	1,900	
	Office supplies and materials including budget and capital plan materials, risk insurance, procurement forms- FD	850	
	Office supplies and materials - PC	100	
	Office supplies and materials - TC	1,200	7,850
Building Equipment Supplies			
Custodial Supplies			
Grounds Keeping Supplies			
Vehicular Supplies			
Food and Service Supplies			
Medical Supplies			
Public Works Supplies			
	Camera supplies - AS	750	
	State forms for tax collections - CT		
Other Supplies & Equipment	Parking forms, tags and tickets	2,590	
	Standard computer supplies for ALL depts. forms, paper, ink toners- cartridges, etc - TC	3,250	
		65,000	71,590

Fiscal Year 2009 Proposed Budget

Town of Needham Department Expenditure Detail			
Department	Finance Department		
Travel & Mileage	Accountants annual conference, HUG conference, NEHUG annual training; employee educational reimbursement,- AC	4,550	
	State and County Assessing Association meeting, conferences classes and tutorial courses including MAA designation and re-certification required courses for staff DOR - AS	4,250	
	Required courses for Board of Assessor members. - AS	750	
	In town vehicle use reimbursements for assessing related functions. - AS	825	
	Collector and Treasurer conferences and annual school, HTE regional and national conferences - CT	2,500	
	State and professional related seminars and required travel for town business- FD	1,440	
	Information Systems training for applications, employee educational reimbursement and required travel- TC	15,000	29,315
Dues & Subscriptions	Accounting related association dues - AC	400	
	Community Sftwr Consortium - AS	1,500	
	Mass Association of Assessing Officers, Banker and Tradesman dues and subscription fees - AS	1,000	
	Collector and Treasurer related association dues; etc. - CT	510	
	Professional associations - FD	350	
	Network system, GIS dues and subscriptions - TC	500	4,260
Other Expenditures	Collector & Treasurer bonds - CT	1,900	1,900
<b>7. Total Expenses</b>			<b>710,807</b>
<b>DSR2C</b>			
Capital Equipment Replacement	Technology equipment replacement; two servers and system desktops	25,000	25,000
<b>8. Total Operating Budget Capital</b>			<b>25,000</b>
<b>9. Total Non-Personnel Expenditures (Line 7 + Line 8)</b>			<b>735,807</b>

<b>Town of Needham Performance Improvement Funding Request</b>			
<b>Department</b>	<b>Finance Department – Assessing</b>		
<b>Request Title</b>	Personal Property Verification & Compliance	<b>Priority #</b>	<b>1</b>
<b>DSR4</b>			
<b>Reason for the Request</b>			
<p>Recollection of Town of Needham’s Personal Property by Real Estate Research Consultants for the state mandated triennial revaluation for FY 2009.</p>			
<b>Expected Results</b>			
<p>On site recollection of 1000 +/- Personal Property accounts, as opposed to reliance on business owner’s submission to our office of the annual “Form of List” where they list what is, in their opinion, taxable personal property, the original purchase price, and in their opinion, the item’s present value. This office has been using Real Estate Research Consultants, Inc. (RRC) of North Andover, Massachusetts for this purpose since the mid-80’s.</p> <p>The most recent full recollection of personal property data took place for the FY 2006 revaluation and was very successful financially for the town.</p> <p>In FY 2005 the Recapitulation Sheet form LA-13 showed \$7,960,600 in Personal Property New Growth, or an additional growth in tax dollars of \$147,079</p> <p>In FY 2006 the Recap Sheet LA-13 showed \$ 36,280,460 in Personal Property New Growth, or an additional growth in tax dollars of \$683,161. This represented a 15-1 return ratio on the funds invested in RRC.</p> <p>In FY 2007, again relying on owner submitted Forms of List, and limited, but improved, data collection by staff, the Recap Sheet LA-13 showed \$10,269,905 in Personal Property New Growth, yielding \$176,026 in tax dollars.</p> <p>Unfortunately, past performance is not a guarantee of future success. Prior to the FY 2006 data recollection, it had not been done for several revaluation cycles, thus the “yield” may have been higher than it will be with the more comprehensive in house data gathering regime now in place. One thing that will work in favor of the town in the FY 2009 collection effort is the ever-shortening lifespan of modern day equipment, such as computers, copiers, fax machines etc. These machines, among others in the current office environment, are reaching a state of technological functional obsolescence very quickly. This necessitates frequent replacements, all of which qualify as new growth at 100% of their full and fair cash value. Personal Property New Growth should also receive a boost from the revitalization of office space in the area, which should lead to additional personal property that will qualify as New Growth.</p>			
<b>Expenditure Description</b>			
<p>Listing of personal property that is taxable for approximately 1000 accounts in Needham at a rate of \$48/account. In addition to listing of the property, the service will include analysis of the data gathered and computation of the New Growth in reports that are acceptable to the Massachusetts Department of Revenue for purposes of certifying the growth as well as the overall personal property file.</p>			

<b>Town of Needham Performance Improvement Funding Request</b>			
<b>Department</b>	<b>Finance Department – Assessing</b>		
Request Title	Personal Property Verification & Compliance	Priority #	1
Expenditure Classification	Frequency		Amount
	Recurring	One-Time	
Personnel			
Expenses		X	50,000
Capital			
Other (explain)			
Total Request			50,000
<b>Other Budgetary Considerations</b>			
		YES	NO
Does this request include technology?			X
If so, has it been reviewed by the Information Technology Center?			X
Will specialized training or licensing be required?			X
Will additional supplies or services be required if this request is funded?			X
Are there other recurring costs related to the request which is not included above?			X
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?			X
Outlined above under "Expected Results" section.			

<b>Town of Needham Performance Improvement Funding Request</b>			
<b>Department</b>	<b>Finance Department – Accounting, Assessing, Collector &amp; Treasurer, and Office of the Parking Clerk Divisions</b>		
<b>Request Title</b>	Record Storage	<b>Priority #</b>	<b>2</b>
<b>DSR4</b>			
<b>Reason for the Request</b>			
<p>Cost for Outside Storage/Records Management Company (repeat request) - This is the fourth year for this request. Due to the lack of storage space, the finance offices continue to pile 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>			
<b>Expected Results</b>			
<p>Better organization and improved security of town records that are required to be retained for a number of years or permanently.</p>			
<b>Expenditure Description</b>			
<p>The annual cost is estimated to be \$12,000 which would include storage, pick-up and retrieval of the records. The annual recurring cost for 250 file boxes with 18 retrievals per year \$5,835</p>			
<b>Expenditure Classification</b>	<b>Frequency</b>		<b>Amount</b>
	Recurring	One-Time	
Personnel			
Expenses	X	X	12,000
Capital			
Other (explain)			
<b>Total Request</b>			<b>12,000</b>
<b>Other Budgetary Considerations</b>			
	<b>YES</b>	<b>NO</b>	
Does this request include technology?		X	
If so, has it been reviewed by the Information Technology Center?		X	
Will specialized training or licensing be required?		X	
Will additional supplies or services be required?		X	
Are there other recurring costs related to the request which is not included above?		X	
If this request is funded will it produce new 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?		X	

<b>Town of Needham Performance Improvement Funding Request</b>			
<b>Department</b>	<b>Finance Department – Accounting, Assessing, Collector &amp; Treasurer, and Office of the Parking Clerk Divisions</b>		
<b>Request Title</b>	Record Storage	<b>Priority #</b>	<b>2</b>
<p>The only expected costs are directly related to the cataloging, pick-up, storage and occasional retrieval of the records. We expect cost will increase unless there is relief provided by the State as to the type of information and the period of time the information must be retained in paper format. We assume that if an electronic document imaging system were to be implemented some of the costs of off-site storage could be avoided.</p>			

<b>Town of Needham Department Information</b>			
<b>Department</b>		<b>Finance Committee</b>	
<b>DSR1</b>			
<b>Operational Considerations</b>			
<p>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.</p> <p>The Finance Committee reviews and analyzes town-wide expenses, department budgets and requests, enterprise funds and capital requests. The Committee prepares the main motion at Town Meeting on the Operating Budget, and makes recommendations to Town Meeting about all warrant articles having a financial implication.</p> <p>The Finance Committee is requesting two increases to it budget: a \$50 increase to cover the increased cost of dues to the Association of Town Finance Committees, and a \$200 increase to travel and conferences to allow two Finance Committee members per year to attend the Annual ATFC Conference.</p>			
<b>2009 Request Recap</b>			
Description	Base Request DSR2	Additional Request DSR4	Total Request
Personnel	28,547		28,547
Services, Supplies and Expenses	900		900
Operating Budget Capital			
<b>Total Operating Request</b>	<b>29,447</b>		<b>29,447</b>

Fiscal Year 2009 Proposed Budget

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Town of Needham Department Expenditure Detail									
Department			Finance Committee						
DSR2A									
Personnel	FY 2007			FY 2008			FY 2009		
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)
	0	1	.5	0	1	.5	0	1	.5
Salary and Wage Description									FY 2009 Amount
1. Salary and Wage Full Time Positions									
2. Salary and Wage Part Time Positions									28,547
3. Other Salary and Wage Expenses - (Itemized Below)									
Sub Total A (1+2+3)									28,547
4. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
Sub Total B (4)									
5. Salary and Wage Overtime (Itemized Below)									
Sub Total C (5)									
6. Total Salary and Wages (A+B+C)									28,547

Fiscal Year 2009 Proposed Budget

Town of Needham Department Expenditure Detail			
Department		Finance Committee	
DSR2B			
Description		Item Total	FY 2009 Amount
Energy			
Repairs & Maintenance			
Rental & Leases			
Other Property Related Services			
Professional & Technical			
Communications			125
Recreation			
Other Purchased Services			
Office Supplies			150
Building & Equipment Supplies			
Custodial Supplies			
Grounds Keeping Supplies			
Vehicular Supplies			
Food and Service Supplies			
Medical Supplies			
Public Works Supplies			
Other Supplies & Equipment			
Intergovernmental Charges			
Travel & Mileage	Conferences		250
Dues & Subscriptions			375
<b>7. Total Expenses</b>			<b>900</b>
DSR2C			
Capital Equipment Replacement			
<b>8. Total Operating Budget Capital</b>			
<b>9. Total Non-Personnel Expenditures (Line 7 + Line 8)</b>			<b>900</b>