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Fiscal Year 2012 Proposed Budget

Town of Needham Town Wide Expense		
Budget Title	Retirement Assessments	
Operational Considerations		
<p>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. This budget has been reduced as there are only two remaining non-contributory retirees/surviving spouses.</p> <p>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 2010, there were 674 active participants (up 6% from 2009), 449 retirees (down 1.75% from 2009), 71 inactive participants, and 39 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 78.2% on January 1, 2010, up from 73.7% on January 1, 2009. It is anticipated that the system will be fully funded no later than 2027 (one year earlier than the 1/1/09 projection).</p> <p>Recent economic conditions have had an impact on the funded ratio and size of the System's holdings. The System's total assets in August, 2008 were \$113,787,834, dropping to a low in April of \$80,848,597. As of September 30, 2010, the assets had rebounded to \$102,148,059. The historical rate of return since the inception of the system (9% as of 9/30/10) remains favorable and above the required rate of return for actuarial purposes. However, due to the great uncertainty about future returns, the Retirement Board also adopted a funding schedule that reduces the required rate of return from 8.25% to 8%.</p>		
<b>Summary</b>		
Budget Component	FY 2011 Budget	FY 2012 Request
Chapter 24 (Non-contributory) Retirements	59,400	32,700
NCRS Assessment	4,552,978	4,722,775
Budget Appropriation	\$4,612,378	\$4,755,475

Fiscal Year 2012 Proposed Budget

Town of Needham Town Wide Expense	
Budget Title	Employee Benefits and Employer Assessments
Operational Considerations	
<p>The expenses covered under this program include group insurance for active employees, 401(a) Plan deferred compensation payments, temporary HRA program for school teachers, Medicare tax, Social Security tax, Unemployment assessments, Workers Compensation and Public Safety injured on duty payments, Employee Assistance services, professional services, and incidental expenses.</p> <p>This budget assumes a 5% increase in health insurance premiums for fiscal year 2012, and assumes an increase of 20 active subscribers. The budget assumes a current enrollment of 805 active subscribers: total enrollment increased by 1% for General Government employees and declined by 5% for School Department employees in fiscal year 2011 over fiscal year 2010. Total enrollment (active and retired) is down 1% from FY2010 to FY2011.</p> <p>While insurance rates are expected to increase by 5%, the <u>health insurance</u> portion of this budget is expected to decline by just under 1% due to the conversion of a significant number of subscribers to the so-called "Rate Saver" plans. As of November 1, 2010, 325 (or more than 40% of subscribers) have enrolled in the lower-premium/higher out-of-pocket cost plans. This is due primarily to an agreement with the school teachers (Unit A). The Town agreed to share half the savings resulting from the conversion with the teachers. In addition, the Town has agreed to fund a Health Reimbursement Arrangement program to provide a "safety net" for employees for the next three years. The requested health insurance appropriation is 3.7% lower than the original Fiscal year 2011 appropriation – the sum of \$250,000 was transferred to the School Department budget at the November 8, 2010 Special Town Meeting. The health insurance line is estimated at this time, as actual health insurance rates will not be available until February or March of 2011.</p> <p>This budget funds Medicare and Social Security benefits for all Town employees, including General Government and School Department employees. The amount the Town budgets for Medicare Insurance is projected to increase at 8.5% of actual expenditure based on recent trends. The Medicare line increases in two ways. First, increases in compensation levels result in an increase in the Town's Medicare tax obligation. Secondly, employees hired prior to 1986 are not subject to Medicare Tax. Thus, as these employees retire and are replaced with new employees, the Town's Medicare obligation increases. The Town pays Social Security benefits for employees who are not members of the Needham Contributory Retirement System. The Social Security appropriation is expected to increase by 14%, based on recent trends and an increasing reliance on temporary, seasonal, and non-benefit-eligible employees. Use of non-benefit eligible employees, where appropriate, helps the Town moderate legacy costs in the future.</p> <p>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 status over the previous year. This budget funds unemployment benefits for all Town employees, including General Government and School Department employees. The unemployment budget has been increased to reflect actual projected spending in FY2010 and to reflect the extension of benefits to 99 weeks by the Federal government.</p>	

Fiscal Year 2012 Proposed Budget

<b>Town of Needham Town Wide Expense</b>		
<b>Budget Title</b>	<b>Employee Benefits and Employer Assessments</b>	
<p>This budget provides funding for costs associated with workers compensation for all General Government and School Department employees (and injury in duty benefits for public safety 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 physicals 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 claims. Based on a trend of declining balances in the workers compensation reserve account (due in part to the resolution of several long-standing cases), and accounting for increases in salaries and expenses, this line item is proposed to be increased from \$400,000 to \$450,000. This would be the second increase in the workers compensation line since the line item was reduced to \$385,000 from \$450,000 in FY2000. In fiscal year 2011, the amount was increased to \$400,000.</p>		
<b>Summary</b>		
Budget Component	FY 2011 Budget	FY 2012 Request
<b>Employee Benefits*</b>	9,549,125	9,651,203
<b>Unemployment</b>	140,000	140,000
<b>Workers Compensation and Public Safety injured on duty</b>	400,000	450,000
* reflects action at 11/8/10 STM		
<b>Budget Appropriation</b>	<b>\$10,089,125</b>	<b>\$10,241,203</b>

Fiscal Year 2012 Proposed Budget

<b>Town of Needham Town Wide Expense</b>		
<b>Budget Title</b>	<b>Retiree Insurance Program &amp; Insurance Liability Fund</b>	
<b>Operational Considerations</b>		
<p>This budget incorporates both the "pay as you go" funding for benefits of current retirees, and the normal cost of benefits for future retirees. There are currently 799 retired subscribers. The annual cost of health insurance for these retirees is estimated at \$3.28 million, with the balance of the appropriation allocated to the unfunded post-employment benefits liability.</p> <p>The Town has been funding its post-employment benefit obligation ("OPEB") since FY02. Chapter 10 of the Acts of 2002 created a separate fund for this purpose. As of July 1, 2009, the Town's Unfunded Actuarial Liability was \$43,879,643, with a funded ratio of 10.2% (as compared to a UAL of \$43,596,991 and a funded ratio of 6.6% as of July 1, 2007). The conversion of many of the Town's existing employees and most future employees to higher out-of-pocket "Rate Saver" health insurance plans will have a positive impact on the Town's unfunded OPEB liability.</p> <p>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. Beginning in FY08, the Town began appropriating for retiree insurance and OPEB liability in one line item in accordance with an actuarial schedule. The funding schedule includes both the "normal cost" (the projected cost of current employees' expected future benefits) and the amortization of unfunded accrued liability. A major benefit of pre-funding in this manner 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 a factor considered by rating agencies.</p> <p>On August 5, 2008, the Governor signed into law a home rule petition (c. 248 of the Acts of 2008) amending the Town's 2002 special act. This amendment will allow the Town Treasurer to invest the assets of the fund in a "prudent investor" manner rather than only those securities that are legal for the investment of savings banks, thus making it more likely that the Town will achieve its actuarial assumption for an 8% rate of return.</p>		
<b>Summary</b>		
Budget Component	FY 2011 Budget	FY 2012 Request
<b>Chapter 10 Acts of 2002</b>	3,626,375	3,906,275
Budget Appropriation	\$3,626,375	\$3,906,275

Fiscal Year 2012 Proposed Budget

<b>Town of Needham Town Wide Expense</b>		
<b>Budget Title</b>	<b>Debt Service – General Fund</b>	
<b>Operational Considerations</b>		
<p>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.</p> <p>The fiscal year 2012 request includes a new line for debt service supported by CPA funds. The Town will incur its first CPA supported debt payment for the Town Hall in fiscal year 2012. The financing plan anticipates a debt service obligation in fiscal year 2012 of \$300,000.</p> <p>This budget does not contain any funding for debt that may be authorized after the November 2010 Special Town Meeting or at the 2011 Annual Town Meeting. Debt service related to the RTS (150,000), Sewer (1,350,000), and Water (1,550,000) enterprise funds are contained in those budgets and are therefore not included in this budget. The general fund debt service reflects a 7.6% decrease from the fiscal year 2011 budget; this budget inclusive of the CPA supported debt is \$10,843,572 or \$562,900 lower than the current year or 4.9% less.</p>		
<b>Summary</b>		
Budget Component	FY 2011 Budget	FY 2012 Request
Debt Within the Levy	2,967,712	3,121,297
Debt Excluded from Levy	8,438,760	7,422,275
Debt Community Preservation Act Levy	0	300,000
Budget Appropriation	\$11,406,472	\$10,843,572

Fiscal Year 2012 Proposed Budget

<b>Town of Needham Town Wide Expense</b>		
<b>Budget Title</b>	<b>Auto, Casualty, Liability, Property, and Self Insurance Program</b>	
<b>Operational Considerations</b>		
<p>The Assistant Town Manager/Finance oversees the Town's non-employee insurance programs. This includes insurance for buildings and property, 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 fiscal year 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 2012 are not yet known, this information is received in the late spring. This budget also pays administrative expenses, insurance deductibles, small claims, uninsured losses, and other related claims. 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.</p> <p>We anticipate that the base premium will not be more than 2.5% over the current fiscal year. The Town Hall is scheduled to re-open in fiscal year 2012 and therefore must be added back to the Town's insurance coverage (the building is currently covered by the General Contractor's builder's risk policy). A portion of the Newman School building coverage will be reduced during fiscal year 2012 while the HVAC work is done. The Town will be required to insure the modular units that will be placed at the Newman site for the 2011 - 2012 school year. However, because of our loss control efforts which earn premium credits, the anticipate changes are expected to be offset and therefore the fiscal year 2012 request is level dollar.</p>		
<b>Summary</b>		
Budget Component	FY 2011 Budget	FY 2012 Request
Insurance Premiums, Expenses	490,000	490,000
Self Insurance (Chapter 40 Section 13) and Small Claims Administration	35,000	35,000
Budget Appropriation	\$525,000	\$525,000



Fiscal Year 2012 Proposed Budget

<b>Town of Needham Town Wide Expense</b>		
<b>Budget Title</b>	<b>Reserve Fund</b>	
<b>Operational Considerations</b>		
<p>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 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.</p> <p>The reserve fund for fiscal year 2010 was set at \$1,256,508 at the 2009 Annual Town Meeting. Expenses for Snow and Ice removal in fiscal year 2010 were above average at \$690,404, requiring a reserve fund transfer of \$490,404. Approximately \$86,000 was transferred from the reserve fund during FY2010 to cover legal costs for additional casework including litigation relating to the High School project. Due to severe storms in the spring of 2010, reserve fund transfers were needed in the amount of \$46,000 for public safety overtime costs and \$35,000 to cover unanticipated sewer department costs. A transfer from the fiscal year 2010 reserve fund of \$5,000 was also made to the Town Clerk's budget to cover unexpected costs due to special elections. The appropriation for the fiscal year 2011 reserve fund is \$1,251,363. A supplemental appropriation was made to the Reserve Fund at the November 2010 Special Town Meeting in the amount of \$283,000, which increased the Reserve Fund to \$1,534,363. To date no funds have been transferred or requested from the fiscal year 2011 reserve fund. The reserve fund submission for FY 2012 is \$1,500,000. The Finance Committee believes that \$1,500,000 is a fiscally prudent amount given uncertainties surrounding the costs of snow and ice removal, legal fees, and the possibility of further unexpected cuts in state aid.</p>		
<b>Summary</b>		
Budget Component	FY 2011 Budget	FY 2012 Request
Reserve Fund Budget	1,251,363	1,500,000
Amendments	283,000	
Transfers through November 2010	0	
Balance	1,534,363	1,500,000
Budget Appropriation	\$1,534,363	\$1,500,000

Fiscal Year 2012 Proposed Budget

Department Information DSR1	
Department	Office of the Town Manager / Board of Selectmen
Operational Considerations	
<p>The Town Manager/Board of Selectmen budget includes funding for the Board of Selectmen, Office of the Town Manager, the Assistant Town Manager for Operations, and the Human Resources Department.</p> <p>The Board of Selectmen appoints a Town Manager who is responsible for the administration of the day-to-day operation of the Town, including direct oversight of those departments under the jurisdiction of the Board of Selectmen. The Assistant Town Manager/Operations supervises the Town’s community development, permitting, health and human services, and human resources functions.</p> <p>The Board of Selectmen is responsible for establishing policies and procedures for the coordination of Town government operations; representing the interests of Town residents in business dealings, legal affairs, and intergovernmental cooperation with other municipal, county, state, and federal agencies; making appointments to those Town Boards and Committees under its jurisdiction; convening the Annual Town Meeting in May and any Special Town Meetings that may be required, and preparing the Warrant (listing of Articles) for Town Meeting consideration; licensing all food and liquor establishments and transportation companies; and approving appointments recommended by the Town Manager for the positions of Assistant Town Manager/Finance, Assistant Town Manager/Operations, Fire Chief, Police Chief, and Director of Public Works.</p> <p>The Town Manager is the chief executive officer of the Town, and is responsible for reviewing and recommending the reorganization, consolidation, or abolishment of departments; rental and use of all Town property, except school property, and maintenance and repair of all Town buildings, including school buildings and grounds; serving as purchasing agent for the Town, awarding all contracts for all departments and activities of the Town with the exception of the school department; adopting rules and regulations establishing a personnel system, including a classification and compensation plan, in cooperation with the Personnel Board; fixing the compensation of all Town employees except those under the jurisdiction of the school committee; negotiating and administering all collective bargaining agreements with employee organizations representing Town employees other than employees of the school department, pertaining to wages and other terms and conditions of employment, and participating in the deliberations of the school committee in collective bargaining with employee organizations representing school department employees, as provided in M.G.L. c. 150E; keeping full and complete records of the office of Town Manager and rendering as often as may be required by the Board of Selectmen a full report of all operations during the period reported on; keeping the Board of Selectmen fully advised as to the needs of the Town, and recommending to the Board of Selectmen for adoption such measures requiring action by them or by the Town as may be deemed necessary or expedient; implementing Town Meeting votes and reporting annually in writing to the Town Meeting on the status of prior Town Meeting votes on which implementation is not complete; administering, either directly or through a designee all provisions of general and special laws applicable to the Town, and by-laws and votes of the Town, and all rules and regulations made by the Selectmen; reporting to the Selectmen and the Finance Committee as to the financial condition of the Town; providing advice and assistance to boards and committees of the Town; and serving as chief fiscal officer of the Town, preparing and recommending a Proposed Annual Operating Budget and Capital Improvement Plan.</p>	

Fiscal Year 2012 Proposed Budget

Department Information DSR1																	
Department	Office of the Town Manager / Board of Selectmen																
<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.</p> <p>The FY2012 budget submission is <b>\$1,924</b> higher than the FY11, or <b>.2%</b>. The salary line has increased by <b>\$6,941 - 1%</b> - resulting from changes in staffing and performance-based increases. The expense line has decreased by <b>(\$5,017) or (3%)</b>. Many of the expense lines have been reallocated based on FY2012 priorities, more appropriate allocation, and to reflect actual spending in prior years. Changes include a reduction in the repairs and maintenance line, as the Town Hall's telephone system will be under warranty for FY2012, a reduction in professional and technical based on the number of and type of assessment centers, and the implementation of a background investigation program. Line reallocations include:</p> <table style="margin-left: 40px;"> <tr> <td>Repairs and maintenance:</td> <td style="text-align: right;">(\$12,000)</td> </tr> <tr> <td>Professional and Technical:</td> <td style="text-align: right;">(\$15,700)</td> </tr> <tr> <td>Communications:</td> <td style="text-align: right;">\$21,333</td> </tr> <tr> <td>  Office Supplies:</td> <td style="text-align: right;">(\$300)</td> </tr> <tr> <td>Other Purchased Services:</td> <td style="text-align: right;">(\$100)</td> </tr> <tr> <td>Other Supplies and Equipment:</td> <td style="text-align: right;">(\$800)</td> </tr> <tr> <td>Travel/Mileage:</td> <td style="text-align: right;">\$1,900</td> </tr> <tr> <td>Dues and Subscriptions:</td> <td style="text-align: right;">\$650</td> </tr> </table>		Repairs and maintenance:	(\$12,000)	Professional and Technical:	(\$15,700)	Communications:	\$21,333	Office Supplies:	(\$300)	Other Purchased Services:	(\$100)	Other Supplies and Equipment:	(\$800)	Travel/Mileage:	\$1,900	Dues and Subscriptions:	\$650
Repairs and maintenance:	(\$12,000)																
Professional and Technical:	(\$15,700)																
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Travel/Mileage:	\$1,900																
Dues and Subscriptions:	\$650																
Performance Factors																	
<p><u>Fees</u></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. By far the largest category of department-generated revenue - Liquor License revenue - has been as follows:</p> <table style="margin-left: 40px;"> <tr> <td>FY04:</td> <td style="text-align: right;">\$28,245</td> </tr> <tr> <td>FY05</td> <td style="text-align: right;">\$40,105</td> </tr> <tr> <td>FY06</td> <td style="text-align: right;">\$48,005</td> </tr> <tr> <td>FY07</td> <td style="text-align: right;">\$61,755</td> </tr> <tr> <td>FY08</td> <td style="text-align: right;">\$69,580</td> </tr> <tr> <td>FY09</td> <td style="text-align: right;">\$55,130</td> </tr> <tr> <td>FY10</td> <td style="text-align: right;">\$81,451</td> </tr> </table> <p><u>Performance Factors</u></p> <p>The Department established new performance factors for FY2011:</p>		FY04:	\$28,245	FY05	\$40,105	FY06	\$48,005	FY07	\$61,755	FY08	\$69,580	FY09	\$55,130	FY10	\$81,451		
FY04:	\$28,245																
FY05	\$40,105																
FY06	\$48,005																
FY07	\$61,755																
FY08	\$69,580																
FY09	\$55,130																
FY10	\$81,451																

Fiscal Year 2012 Proposed Budget

**Department Information**  
**DSR1**

Department | Office of the Town Manager / Board of Selectmen

1. Transcription of BOS Minutes within one month of the BOS meeting;
2. Tracking of minutes and agendas for all BOS appointed committees with an eventual goal of ensuring that agendas are posted in advance of each meeting and minutes are posted within one month of each meeting; and
3. Follow up on referred complaints and inquiries with a goal of follow-up within one week.

<b>Board of Selectmen</b>				
<b># Days from Meeting Date to</b>				
<b>Approved Minute Posting</b>				
	<b>&lt;30 Days</b>	<b>31-60 Days</b>	<b>61-90 Days</b>	<b>&gt;91 Days</b>
FY2009	18	4	3	4
FY2010	19	12	2	3
FY2011	6	2		

Complaints and inquiries are logged and tracked for departmental disposition and follow up. Occasionally, issue resolution is relatively simple and can be accomplished the same day; however, issues that require consultation and follow-up with multiple departments can take longer than one week to resolve. Shifting priorities can also affect the follow up on more complex issues in that working with limited resources is directly impacted by unplanned for events that require immediate attention. The Office is exploring an automated system whereby residents can visit the Town's website to log questions or requests for service.

Goals

***Capital Facilities and Infrastructure***

The Town Manager/Board of Selectmen's Office continues to emphasize maintenance and investment in capital facilities and infrastructure. In 2010, the Town completed the construction of the Public Services Administration Building. Town Hall departments relocated to the PSAB during the period that the Town Hall is under construction. Town Hall construction began in 2010, with substantial completion expected in the fall of 2011. Town Hall offices will be relocating back to Town Hall during FY2012. The Town also completed its exploration of the options for location of a new senior center. The Board of Selectmen voted to proceed with the construction of the new center at the intersection of Hillside Avenue and West Street, on the current MBTA commuter parking lot. The November, 2010 Special Town Meeting appropriated funds for the design of this new facility. The Town and the MBTA have agreed to a land swap that would provide the space for the center as well as 85 commuter parking spaces in the Heights. In return, the MBTA will take ownership of the Upper Hersey parking lot. Over the past year, the Town secured Massachusetts School Building Authority funding participation for the Newman School project and the Pollard School roof project.

***Sustainability***

The Board sponsored a joint meeting with the School Committee and Finance Committee to discuss sustainability in salary and benefit items in September, 2009. The Town has implemented lower-premium/higher-out-of-pocket Rate Saver health insurance programs for all new hires for non-union employees (School and General government), and all 6 General Government unions. To date, the Town has bargained 0% COLA agreements with 5 of 6 unions, as well as the non-represented employees. The Town and Schools worked

Fiscal Year 2012 Proposed Budget

Department Information DSR1	
Department	Office of the Town Manager / Board of Selectmen
<p>together to implement Rate Saver health insurance programs for all Unit A teaching employees, and to achieve a sustainable Unit A contract. The conversion to Rate Saver health plans will have a measurable, positive impact on the Town's health insurance and post-employment benefit costs.</p> <p>With respect to energy, the Town enrolled two generators in an energy demand management program which will provide the Town with new revenue. The Town Manager and School Superintendent issued an energy challenge in an effort to reduce energy consumption by 5% by limiting "plug-ins," improving lighting efficiency, and setting temperature controls. The Town received a Federal stimulus grant of \$86,000 to install energy controls at the Hillside School. Investment was made in lighting controls, filter controls, and building envelope repairs in numerous buildings. Along with worldwide pricing reductions and favorable pricing contracts, these efforts allowed the Town to reallocate approximately \$370,000 in FY10 and lower the FY11 energy budget by close to \$500,000. The Town was awarded a clean energy grant to help fund the installation of a MET (wind power test) Tower at the RTS, and approval of the zoning necessary to install the tower was approved at the 2010 Annual Town Meeting. The Town also installed a demonstration solar panel at the High Rock School, installed geothermal heating and cooling at the PSAB, and continues to purchase hybrid vehicles when appropriate.</p> <p><b><i>Economic and Community Development</i></b></p> <p>The Council of Economic Advisors continues to focus on vitality of the Town's business districts. The Town has engaged the services of a consultant to develop a business development and permitting guide for small businesses, and funds to conduct a planning study of the NEBC were approved at the 2010 Annual Town Meeting. The Town also made significant streetscape improvements on Chapel Street and lower Chestnut Street.</p> <p><b><i>Community Services and Assets</i></b></p> <p>The November, 2009 Special Town Meeting approved the purchase of two parcels in the Carol-Brewster area. The properties will be cleared of invasive species, and a trail and plantings will be installed. The May, 2010 Special Town Meeting approved the purchase of 174 Charles River Street which will help the Town improve the usefulness of the Walker Gordon Field, and also provide increased opportunities for recreation. The Town Meeting also approved the transfer of three parks - Avery, Dwight, and Perry - to the jurisdiction of the Park and Recreation Commission, and the area known as Perry Glen from the Park and Recreation Commission to the Conservation Commission. The Board of Selectmen created an open space and parcel acquisition working group to develop a long-range plan for acquisition of properties through CPA and non-CPA funds, and also developed a Townwide policy on the regulation of dogs at parks and athletic facilities.</p> <p><b><i>Board Operations, Town Administration, and Strategic Planning</i></b></p> <p>The Town of Needham helped to create a regional veterans' district with the towns of Wellesley and Weston. This collaboration will allow the Town to improve outreach to veterans without increasing the operating budget. In an effort to provide greater flexibility and efficiency, the Town implemented a major re-organization of the Department of Public Works, and consolidated the Conservation, Zoning Board of Appeals and Planning Department into a Department of Planning &amp; Community Development.</p>	

Fiscal Year 2012 Proposed Budget

Department Information DSR1						
Department		Office of the Town Manager / Board of Selectmen				
Spending Request Recap						
Description	Base Request DSR2	Additional Request DSR4			Total	
Personnel	646,680				646,680	
Expenses	156,433				156,433	
Operating Capital						
<b>Total Operating Request</b>	<b>803,113</b>				<b>803,113</b>	
Special Financial Warrant Articles?	YES		NO	X	How Many?	

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2										
Department					Office of the Town Manager / Board of Selectmen					
Object					Description			Amount		
DSR2A										
Personnel	FY 2010			FY 2011			FY 2012			
	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)	
	8		8	8		8	8		8	
Do the FTE totals above include seasonal and temporary positions included under line 3 (see below)?							Yes		No	X
1. Salary and Wage Permanent Positions.									624,408	
2. Other Salary and Wage Expenses for Permanent Positions – (Itemized Below)										
a.	Payment in lieu of vacation (2 staff /1 week each – 1HR Dir, 1ATM)									4,122
b.	Selectmen Stipends									7,800
c.	Tuition Reimbursement/HR									2,000
d.										
e.										
f.										
Sub Total 2									13,922	
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.	Recording Secretary / Board of Selectmen									3,000
b.	Town Meeting Workers / Town Meeting, Town Report									5,000
c.										
d.										
e.										
f.										
Sub Total 3									8,000	
4. Salary and Wage Overtime (Itemized Below)										
a.	Human Resources Overtime									350
b.										
c.										
d.										
e.										
f.										
Sub Total 4									350	
5. Total Salary and Wages (1+2+3+4)									646,680	
DSR2B										
Object					Description			Amount		
Energy										
Repairs & Maintenance Services					Copy machine meter charges, copier and fax machine maintenance/COM			10,500		
Rental & Leases										
Other Property Related Services										
Professional & Technical Services					Town Clerk's Record Binding/TMTR (1,000) Performance Needham/TM/ATM (12,000) Consulting/TM/ATM (5,050) Professional Development/TM/ATM			41,850		

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	Office of the Town Manager / Board of Selectmen	
Object	Description	Amount
	(3,000) Professional Development/HR (800) Recruitment/Assessment Ctr/HR (11,000) Staff Training/HR (7,500) Conference Registration/BOS (1,500)	
Communications	Local and Long Distance Charges/COM (47,000) Postage, Printing for Election and Town Meeting/TMTR (9,000) Printing Town Report and Town Clerk Records/TMTR (7,300) Advertising, Printing & Postage/HR (16,220) Advertising, Postage, Wireless Communications and Printing/TM/ATM (6,013)	85,533
Recreational & Cultural Services		
Other Purchased Services		
Office Supplies	Office Supplies/TM/ATM (1,600) Office Supplies/HR (1,400)	3,000
Building & Equipment Supplies		
Custodial Supplies		
Grounds Keeping Supplies		
Vehicular Supplies		
Food and Service Supplies	Official Functions/TM/ATM	200
Medical Supplies		
Public Works Supplies		
Other Supplies & Equipment	Expenses/Town Meeting (300) Expenses/TM/ATM (300)	600
Governmental Charges		
Travel & Mileage	Travel MMA,MMMA,ICMA/TM (1,700) Travel MMA,MMMA, ICMA/ATM (1,700) Travel/BOS (100) Travel/HR (250)	3,750
Dues & Subscriptions	HR (250) MMA, Suburban Coalition, Norfolk County Selectmen/BOS (8,200) ICMA, MMA/TM (1,590) ICMA/ATM (960)	11,000
<b>6. Total Expenses</b>		<b>156,433</b>
<b>DSR2C</b>		
Capital Equipment Replacement		
<b>7. Total Operating Budget Capital</b>		
<b>8. Total Base Request (Line 5 + Line 6 + Line 7)</b>		<b>803,113</b>

Fiscal Year 2012 Proposed Budget

<b>Department Information</b>	
<b>DSR1</b>	
<b>Department</b>	<b>Town Clerk &amp; Board of Registrars</b>
<b>Operational Considerations</b>	
<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. FY2012 has two scheduled elections – The Presidential Primary on March 6, 2012 and the Annual Town Election on April 10, 2012. Fiscal Year 2011 had three scheduled elections while Fiscal Year 2010 had one scheduled election and ended up with an extraordinary number of additional elections between December, 2009 and May, 2010 totaling six. The MTCA was successful in seeking reimbursement for two special state elections to fill the vacancy of Senator Kennedy and Needham received approximately \$29,000.</p> <p>The combined Town Clerk/Board of Registrars budget shows an overall decrease of \$3,896. There are two scheduled elections in Fiscal Year 2012 compared to three scheduled elections in Fiscal Year 2011. This reflects a decrease in salary costs for 80 election workers, election programming, supplies, and postage costs for absentee ballots. It is important to note that the programming costs for the Annual Town Election is considerably more than similar costs for a state election since the Annual Town Election consists of 10 separate ballots – one for each precinct.</p> <p>Salaries: A total decrease in salaries of -\$2,916 includes the reduction in costs for 80 election workers for one less election in the amount of \$8,250 as well as the salary cost of living adjustments approved at the May 2010 Annual Town Meeting and staffing adjustment from TSII Step 9 to TSII Step 7 in the amount of \$5,334 for 4.6 employees.</p> <p>Services, Supplies and Expenses: -\$980. This includes a slight increase in repair costs and rental costs of \$25 each; a decrease of \$1,725 in Professional &amp; Technical Services for election programming for one less election; an increase of \$125 in Communication for increased postage costs for absentee ballots and the census mailing, -\$150 for 1 less warrant; an increase of \$470 to include the purchase of 4 (4-unit) voting booths; and an increase of +\$100 for Food &amp; Services for 2 elections.</p> <p><b>The total Town Clerk/Board of Registrars Budget for FY12 = \$317,680 representing a total decrease of \$3,898 over FY 2011. In comparison, the total Town Clerk/Board of Registrars Budget for FY11 = \$321,578 representing a total increase of \$28,879 over FY 2010.</b></p>	
<b>Performance Factors</b>	
<p><b><u>Town Clerk/Board of Registrars:</u></b>                      The Office of the Town Clerk/Board of Registrars compiles the Annual Town Census and Street List, updates and maintains the voting list, sends required reports to various state departments, records the action of the Annual Town Meeting and any Special Town Meetings. The Town Clerk prepares, conducts and records the Annual Town Election and the nomination of town officers, and maintains the records of the town. Our census returns average 85% each year and we use a variety of methods to gather census data in addition to the annual mailing such as telephone, voter registration, and dog licensing to obtain as close to 100% as possible. The office 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</p>	

Department Information DSR1			
Department	Town Clerk & Board of Registrars		
<p>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 continues to serve as commissioners to qualify the oath of office for state commissions and acts as agents to process passport applications. With two scheduled elections in Fiscal Year 2012 - the Presidential Primary and the Annual Town Election - the Town Clerk/Board of Registrars' Office will continue at a busy pace.</p>			
<b>WHAT'S NEW?</b>			
<ul style="list-style-type: none"> <li>✚ The new Ethics Legislation was passed in July 1, 2010 which included testing and distribution of ethics materials to all employees as well as receiving all acknowledgements A second and third part of the Ethics Legislation was the revised Open Meeting Law and Campaign Finance reporting requirements which requires additional distribution of materials to local boards and committees and campaign finance reporting for local candidates. The Ethics Legislation affects literally every department in local government. However, the brunt of this legislation falls on the municipal clerk with additional posting requirements, ethics testing, and campaign reporting and recordkeeping.</li> <li>✚ Upon completion of the 2010 Federal Census, cities and towns must redraw their precinct lines according to federal population guidelines. Once this is completed all Town Meeting Members will run for election at the same time. This will most likely occur in April, 2012. At that time the first one third of the Town Meeting Members will serve for a three-year term; the next third will serve for a two-year term; and the last third will serve for a one-year term.</li> <li>✚ After sixteen years, State legislators finally approved the Vitals legislation in August, 2010 which will computerize the vitals records of the Commonwealth. The long awaited electronic vital registration program begins in January, 2011 with the issuance of electronic birth records. This will be followed by the electronic issuance of death and marriage records on July 1, 2011 and January 1, 2012 respectfully. While the State Department of Vital Records and Statistics will have electronic birth records dating back to 1987, cities and towns will need to continue to input their own records from 1987 back. As we move forward, we plan 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. This will take time as we learn the new system. However, this is a major step forward and we will assist the State Department of Vital Records and Statistics to achieve this long awaited goal. Both the Needham Town Clerk and Assistant Town Clerk have served as members of the Vitals User Working Group during the program development of this statewide electronic vitals program.</li> </ul>			
<p>FY2010 revenue totaled <b>\$240,555.38</b> compared with FY2009 revenue of <b>\$210,994.21</b> and FY2008 revenue of <b>\$225,533.39</b>. This represents 1.14% revenue increase over FY2009 and a 1.067% revenue increase over FY2008 The following are total revenues by category:</p>			
<b>FY2010</b>	<b>FY2009</b>	<b>FY2008</b>	<b>FY2007</b>

Fiscal Year 2012 Proposed Budget

<b>Department Information DSR1</b>				
<b>Department</b>	<b>Town Clerk &amp; Board of Registrars</b>			
<b>Liquor Licenses:</b>	\$84,470	\$58,130	\$69,580	\$61,755
<b>Other Licenses:</b>	\$20,662	\$19,857	\$20,255	\$22,351
<b>Dog Licenses:</b>	\$27,840	\$28,282	\$27,044	\$26,469
<b>* Fish &amp; Game (paid to town):</b>	\$210	\$241	\$236	\$290
<b>Fish &amp; Game (paid to state):</b>	\$4,007	\$4,583	\$4,559	\$5,688
<p>(* 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)</p>				
<b>General Fees:</b>	\$97,817	\$95,551	\$96,054	\$88,413
<b>** Passports:</b>	\$5,550	\$4,350	\$7,805	\$8,130
<b>Fees from Sec. of State:</b>	0	0	0	0
<p>(** Beginning in January, 2008, the U. S. Department of State reduced the town's passport processing fee from \$30 to \$25 per application )</p>				
<ul style="list-style-type: none"> <li>✚ Preservation of old town records continues and we are hoping to complete one volume in the fall 2011. To date we have restored twenty-six volumes.</li> <li>✚ 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 Years 2006 through 2010 Town Clerk's Records were added to the program and we plan to continue this method of record management. Funding for the full retrieval program continues to remain 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.</li> <li>✚ During the summer of 2009 we spent many hours retrieving materials in preparation for our temporary move to the Public Service Administration Building. One of the items we discovered was a series of old, unbound vitals. We hope to categorize these records and eventually have them bound along with our other bound records.</li> </ul>				
<p><b><u>Board of Registrars:</u></b></p> <p>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 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 corrections by the voter on election day. The Secretary of the Commonwealth provided federally mandated electronic handicapped marking machines (the AutoMARK) per each polling location (7) for beginning with the April 9, 2007 Annual Town Election. Unfortunately few voters have used these marking machines to date. One voter out of 11,000 is a pretty costly federally mandated program. 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 with little response until 2009/2010 election calendar. We had several students work part of the day on election days and they were fantastic. We hope to continue and promote High School students as Election</p>				

Fiscal Year 2012 Proposed Budget

<b>Department Information DSR1</b>							
<b>Department</b>		<b>Town Clerk &amp; Board of Registrars</b>					
<p>Workers on a part time basis. Additional legislation could include the elimination of the checkout table, elimination of the cancellation device, election day registration and absentee balloting at will. There was a huge push in the State Legislation to pass Election Day Registration in the summer of 2008, but it fell by the wayside at the last hour. It will be back and will most likely become a reality. The MTCA is not opposed to this legislation, but seeks to have several of its members serve on an implementation task force. It is also very apparent that many residents seek to vote by absentee ballot which places a true hardship on the city and town clerks offices particularly during a Presidential election year. A closer look at the absentee balloting laws in Massachusetts with a view toward updating procedures and still maintaining the voter's integrity may be appropriate. All in all, some legislation may become law and others may fall by the wayside.</p> <p><b>WHAT'S NEW?</b></p> <ul style="list-style-type: none"> <li>✚ The federal government passed the MOVE Act to enable our military and citizens residing overseas to vote. This process occurred for the first time at the November 2, 2010 State Election allowed those voters to vote by email or fax. Needham had about 18 federal absentee voter applications. We reviewed each application and for those who included an email address, we sent them notification that they would vote by email or fax. 14 of these applications with emails indicated that they would like to vote in this manner. How exciting! Our citizens living abroad can now vote by email or fax in a matter of minutes.</li> <li>✚ This office has begun the replacement of the very old wooden voting booths. Many of the two-booth units are falling apart and could cause injury to voters if the tray collapses during voting. To date we have purchased ten 4-unit voting booths. Our goal is to purchase additional booths so that each precinct has at least two 4-unit voting booths and supplemented by existing wooden voting booths during elections in which a high voter turnout is anticipated. Each 4-unit booth costs approximately \$660.</li> </ul> <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>Spending Request Recap</b>							
Description	Base Request DSR2		Additional Request DSR4			Total	
Personnel	279,390					279,390	
Expenses	38,290					38,290	
Operating Capital							
<b>Total Operating Request</b>	<b>317,680</b>					<b>317,680</b>	
Special Financial Warrant Articles?	YES		NO	X	How Many?	0	

Fiscal Year 2012 Proposed Budget

Town of Needham Department Expenditure Detail DSR2										
Department				Town Clerk & Board of Registrars						
Object				Description				Amount		
DSR2A										
Personnel	FY 2010			FY 2011			FY 2012			
	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	
Do the FTE totals above include seasonal and temporary positions included under line 4 (see below)?							Yes		No	X
1. Salary and Wage Permanent Positions								\$251,555		
Other Salary and Wage Expenses - (Itemized Below)										
a.	Salary and Wage Part Time Positions (included above)									
b.	Board of Registrars stipend for Town Clerk (MGL)							1,000		
c.	Board of Registrars Salary (\$545 x 3)							1,635		
d.										
e.										
f.										
2. Other Salary and Wage Expenses (a+b+c+d+e+f)										
							Sub Total A (1+2)		\$254,190	
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.	80 Election workers per election (3 elections FY2011)									
b.	10 Wardens x \$150 = \$1500, 10 Clerks x \$150 = \$1500 = \$3,000									
c.	40 Inspectors x \$120 = \$4800									
d.	20 Relief workers x \$8.7097 x approximately 2 - 2.5 hours = \$400									
e.	Staff = \$700, custodian = \$1200, Census follow-up = \$1,000 = \$2,200									
f.	11,100 x 2 = \$22,200									
							Sub Total B (3)		\$22,200	
4. Salary and Wage Overtime (Itemized Below)										
a.	Annual overtime							3,000		
b.										
c.										
d.										
e.										
f.										
							Sub Total C (4)		\$3,000	
5. Total Salary and Wages (A+B+C)								\$279,390		
DSR2B										
Object				Description				Amount		
Repairs & Maintenance Services				4 typewriters \$450, 1 Time clock \$175 11 Accuvote Machines 11 @ \$200 = \$2200				\$2,825		
Rental & Leases				Iron Mt. storage \$440 Post Office Box 920663 \$75 Other \$10				\$525		
Other Property Related Services										

Fiscal Year 2012 Proposed Budget

Town of Needham Department Expenditure Detail DSR2		
Department	Town Clerk & Board of Registrars	
Object	Description	Amount
Professional & Technical Services	Binding Vital Records \$1500 Record Restoration \$1200 Program 2 Elections/Ballots ATE - \$6125, Presidential Primary - \$2000 Other Expense \$275	\$11,100
Communications	<b>T.C. Postage</b> Misc. \$1700 <b>Printing</b> T.C. Misc. A.G. By-Laws \$400 Wireless (12 x \$45) \$540 <b>Elec. Printing:</b> 2010 Street List \$2800 Census Forms/Env. \$1200 Confirmation Notices \$1200 2 Warrants \$250 <b>Postage</b> Census 11,000 x .42 = \$4620 Confirmation/\$520 Absentee Ballots (500 x .81 x 2) = \$810, misc. \$300	\$14,340
Recreational & Cultural Services		
Other Purchased Services		
Office Supplies	Misc. T.C. Office supplies \$1000 Misc. Accuvote Supplies = \$460 Misc. Election Div. Supplies \$1200	\$2,660
Building & Equipment Supplies		
Custodial Supplies		
Grounds Keeping Supplies		
Vehicular Supplies		
Food and Service Supplies	Food Supplies for two elections	\$700
Medical Supplies		
Public Works Supplies		
Other Supplies & Equipment	Dog tags/licenses \$550 Voting Booths (4 4-unit) = \$2640	\$3,190
Governmental Charges		
Travel & Mileage	3 MTCA Conference \$1000 1 NEACTC Conference \$350 1 NEMCI Education Program \$900 Tri-County Clerks meetings \$200	\$2,450
Dues & Subscriptions	IIMC MTCA NEACTC Tri-County Clerks Assoc.	\$400
Other Expense	Town Clerk Annual Bond \$100	\$100
<b>6. Total Expenses</b>		<b>\$38,290</b>
<b>DSR2C</b>		
Capital Equipment Replacement		
<b>7. Total Operating Budget Capital</b>		<b>0</b>
<b>8. Total Base Request (Line 5 + Line 6 + Line 7)</b>		<b>\$317,680</b>

Fiscal Year 2012 Proposed Budget

Department Information DSR1S			
Department	Town Counsel		
Operational Considerations			
Town Counsel provides legal advice to the Town's departments and officials, attends every session of Town Meeting and Selectmen's meetings, and meets with other boards when requested. Town Counsel drafts and approves all contracts when requested. Town Counsel represents the Town and its officials in the courts and before administrative agencies. Town Counsel assists in the drafting of legislation, by-laws, and regulations.			
Spending Request Recap			
Description	Base Request DSR2S	Additional Request DSR4	Total
Personnel	68,664	0	68,664
Expenses	193,500	36,500	230,000
Operating Capital	0	0	0
<b>Total Operating Request</b>	<b>262,164</b>	<b>36,500</b>	<b>298,664</b>
Special Financial Warrant Articles?	YES	NO	How Many?
		<input checked="" type="checkbox"/>	

Department Expenditure Detail DSR2S			
Department	Town Counsel		
DSR2SA			
Staffing: Are the positions shown under section (I) funded in the current year?	Yes	<input checked="" type="checkbox"/>	No
I. Salary and Wage Permanent Positions			
	Title	Rate	FTE
a.	Town Counsel	n/a	.24
Sub Total I			68,664
II. Seasonal & Temporary Positions and other Salary and Wage Expenses (Itemized Below)			
	Description	Amount	
a.	n/a		
Sub Total II			
A. Total Salary and Wages (I & II)			68,664
DSR2SB			
	Object	Description	Amount
a.	Professional Services	Lawyers, experts, transcripts & fees	190,000
b.	Publications	law books, law periodicals	3,500
B. Total Expenses and Operating Capital			193,500
C. Total Base Request (A + B)			262,164

Fiscal Year 2012 Proposed Budget

Performance Improvement Funding Request DSR4				
Department	Town Counsel			
Title	Supplemental Funding for Legal Services	Priority	1	
DSR4				
Expenditure Classification	Frequency		Total	
	Recurring	One-Time		
Salary and Wage				
Expenses	36,500		36,500	
Operating Capital				
Total Request				
Budgetary Considerations			YES	NO
1. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?			<input type="checkbox"/>	<input checked="" type="checkbox"/>
2. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?			<input type="checkbox"/>	<input checked="" type="checkbox"/>
3. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?			<input type="checkbox"/>	<input checked="" type="checkbox"/>
4. Does the request support activities which produce revenue for the Town?			<input type="checkbox"/>	<input checked="" type="checkbox"/>
5. If the request is not approved, will Town revenues be negatively impacted?			<input type="checkbox"/>	<input checked="" type="checkbox"/>
6. Is there an increased exposure for the Town if the request is not approved?			<input checked="" type="checkbox"/>	<input type="checkbox"/>
7. Is specialized training or licensing required (beyond the initial purchase)?			<input type="checkbox"/>	<input checked="" type="checkbox"/>
8. If applicable, will the item(s) being replaced be retained by the Town?			<input type="checkbox"/>	<input checked="" type="checkbox"/>
9. Does this request address a documented health or safety issue?			<input type="checkbox"/>	<input checked="" type="checkbox"/>
<i>All "YES" responses must be explained in the narrative</i>				
Description and Explanation				
<p>The request is to increase the professional and technical service budget line to be closer to the amount that is incurred annually for legal expenses. Because the Town is often a defendant in court cases and other proceedings, the ability to control this budget line is difficult. The request for \$36,500 would better approximate the minimum expense the Town has paid during the past few years. Should there not be sufficient funding in the Town Counsel budget, and should there not be sufficient funds in the reserve fund, the Town may not be able to secure legal services for its defense.</p>				

Fiscal Year 2012 Proposed Budget

Department Information			
DSR1S			
Department	Personnel Board		
Operational Considerations			
<p>The Personnel Board is established under M.G.L. Chapter 41, section 108 A&amp;C. The Board works with the Town Manager and provides guidance pursuant to the Town's human resources systems in accordance with State Laws and the Town's Charter. The Board also advises Town Meeting when appropriate.</p> <p>The functions of the Human Resources Department include reporting, when appropriate, to the Board of Selectmen, Town Manager, and Town Meeting; receiving copies of the articles related to the human resources system that are inserted into the warrant for Annual or Special Town Meetings; and reporting and making recommendations to Town Meeting with regard to such articles. The Human Resources Department also consults with the Town Manager, the Board of Selectmen, the Personnel Board, and the Finance Committee on motions that are proposed to appropriate funds for cost items of collective bargaining agreements.</p>			
Spending Request Recap			
Description	Base Request DSR2S	Additional Request DSR4	Total
Personnel	600		600
Expenses	11,000		11,000
Operating Capital			
Total Operating Request	11,600		11,600
Special Financial Warrant Articles?	YES	NO	How Many?
		<input checked="" type="checkbox"/>	

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail								
DSR2S								
Department		Personnel Board						
DSR2SA								
Staffing: Are the positions shown under section (I) funded in the current year?				Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>	<input type="checkbox"/>
I. Salary and Wage Permanent Positions								
	Title	Rate	FTE	Amount				
a.								
b.								
c.								
Sub Total I								
II. Seasonal & Temporary Positions and other Salary and Wage Expenses (Itemized Below)								
	Description	Amount						
a.	Recording Secretary	600						
b.								
c.								
d.								
e.								
Sub Total II				600				
A. Total Salary and Wages (I & II)				600				
DSR2SB								
	Object	Description	Amount					
a.	Administrative/Support	Classification and Compensation Study according to standard schedule	11,000					
b.								
c.								
d.								
e.								
B. Total Expenses and Operating Capital								
C. Total Base Request (A + B)				11,600				

Department Information DSR1	
Department	Finance Department
Operational Considerations	
<p>The Finance Department’s budget is driven by Federal, State, or local requirements and financial and budgetary work created as a result of 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 Information Technology Center (ITC) maintains the Town’s IT networks (there is more than one) 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 by statute. 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 increased reliance on, and the expanding use of technology has allowed other departments to better perform their functions. By converting manual operations and procedures to computerized or other technology assisted processes, the speed, accuracy, and/or depth of information has provided a means to continue services with the same staff. This trend would make the elimination of 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 has used the services of <b>senior volunteers</b>.</p> <p><u>Divisional Activities</u></p> <p>Once again, this year will be one of monitoring the Needham commercial and residential sales market in order to keep our fingers on the heretofore solid pulse of the Needham market. Unlike other areas of the state, where the purchasing of residential properties with marginal financing has caused foreclosure to become a significant part of the real estate market. Needham residential sales have seen a slight uptick in spite of the “sky is falling” perception of the national and state real estate markets as seen on the “evening news programs”.</p> <p>Downward adjustments to selected older condos have accounted part of the valuation decline in that class of property. Recent data shows a general upturn in most other facets of the residential market going into the FY12 Department of Revenue (DOR) required triennial revaluation. As always, the goal of the department remains fair and equitable assessments, reflective of the market for all classes of real and personal property. The staff will continue to make every effort to inspect all sales of residential property to ensure the ongoing accuracy of assessments.</p> <p>Continued observation of ongoing changes in the commercial/industrial market will also be an important operational objective for the department. The decline in value of a significant number of commercial properties is reflected in the FY11 assessments may well continue</p>	

Department Information DSR1	
Department	Finance Department
<p>into the FY12 valuation cycle. Hope still remains that “refugees” from the more expensive Boston market may “migrate” to western communities in search of less expensive space. Additionally the pace of the planned development by Cabot Forbes of Rhode Island in the industrial park and the advancement toward Needham of the “add a lane” project on route 128 will impact the commercial realm in the not to distant future.</p> <p>In the area of personal property, legislative relief arrived. Part of a relief package signed into law by the Governor in 2010 now allows the Assessors to audit the Forms of List documents that are compulsory and submitted by the property owners annually. This legislation should improve the accuracy of the information that businesses provide.</p> <p>The Collector’s office ensures that all committed receivables, (i.e. real estate, personal property, motor vehicle excise, water and sewer bills) are issued timely and in accordance with state statutes. Although the weaken economy has impacted revenues, the Town continues to maintain a stable collection rate as the chart below indicates. Collections are down slightly but we continue to realize a 98% collection rate by year end. We continue to monitor collections and work with taxpayers having difficulty paying their tax bills on time.</p> <p>Tax accounts that remain unpaid after May 1 are reminded of the need to pay, and if unresponsive the Town is required under state law to advertise the delinquency. If the account remains unpaid more that ten days following advertisement the statutory interest rate on the unpaid balances increases from 14% to 16% and an official recording of the lien is done.</p> <p>Fiscal year 2011 has already proved to be even more challenging than the prior fiscal year. Interest earned on deposits has continued to decline, Closer scrutiny of the Town’s investments is necessary with due to the greater uncertainties in the banking industry. We do not foresee any immediate change in this scenario over the next year. In FY09 the Treasurer updated and formalized the Town’s investment policy. Through the use of rating agency quarterly reports and communication with investment advisors, statistics are reviewed and banking relationships changed if necessary. Safety of the Town’s money is of the utmost importance. Funds must be available to meet weekly expenses; this dictates the amount of liquidity necessary to meet immediate financial demands. And finally yield, we must invest wisely and within the bounds of Massachusetts State laws. Even with lower interest rates, and sometimes volatile fluctuations, the Treasurer has been able to maintain a rate of return above our benchmark. Interest earned in FY10 was reflective of the weakened economy. The FY09 interest earnings were greater due to the timed instruments that were purchased when rates were higher, but they matured at a time when prevailing rates were dropping precipitously. The interest earned in FY09 helped to lessen the drop in local revenue. Fiscal year 2010 did not and fiscal year 2011 will not provide the same relief.</p> <p>All systems, applications, and networks must be running properly at all times. Down time effects all departments. Systems are available 24 hours a day seven days a week. The Information Technology Center staff must schedule projects for off hours and weekend down time. Although the number of Town employees has not increased significantly over the years, requests to supply desktop workstations, laptops, and communication devices to existing employees has increased annually. This increase in desktop/laptop and communication device support has increased the demands on the department to provide support.</p>	

<b>Department Information DSR1</b>	
<b>Department</b>	<b>Finance Department</b>
<p>New applications and hardware demands are due in large part to either requests by other departments or a need by the ITC to improve an operation, system, or protect the network. All new or updated software and hardware, whether provided to other departments or the ITC, tends to increase the maintenance costs paid by the Finance Department. This also increases the demand for ITC administrative support. As department move towards virtualization of hardware and certain desktop applications, consolidation of backups from multiple tape devices to a disc-to-disc-to-tape solution, as well as email archiving software has increased the rental &amp; leases expense more than previous years. The overall effect on expenses for the ITC division however is less four percent. This was due to a reduction in licensing of the GIS application and the Citrix licensing for GoToMyPC licenses as well as shifting costs from other expense lines because of anticipated lesser costs. The purpose of these applications and hardware is to make the support of end users more efficient as well as develop a redundant site for business continuity in the case of the loss of power or other loss of use of Town Hall. Because much of the application maintenance can now be done on the back end the desire by Department to increase staff for Desktop/Network support has been reduced. The increased annual costs of maintenance on the systems used to support desktops and the network is well below the cost of hiring an individual to oversee Desktop/Network support.</p> <p>Similar to last year, the entire department will have added demands placed on it to keep daily operations going while preparing and making the move back to Town Hall from the temporary quarters at the Public Services Administration Building (PSAB) and the Public Works, Public Facilities, and Building Inspector's move from 470 Dedham Avenue to PSAB. Regular meetings have been and continue to be held as we plan for return to Town Hall in the late summer/early fall of 2011. As before, the Information Technology Center will be one of the most challenged and preoccupied by the move and the return. We will need to ensure the Town's network remains operational throughout the transitions.</p> <p>The <b>FY12 base budget submission</b> is \$2,164,861 which is a change of <b>\$50,429 (2.4%)</b> over the current budget. Although there may be some notable individual line item changes in the different divisions, the changes are reviewed below on a department wide level, some changes are due to a reallocation of existing funds from one object line to another so the expense is linked to the account that best describes its purpose. There is also an additional \$34,510 requested through two DSR4 submissions, one for the accounting division and the second for the collector division, although the position for the collector division would be to support Town Hall wide operations. <u>Including the DSR4 requests</u>, the department budget submission is <b>\$84,939</b> over the current budget of \$2,164,861 or <b>4.0% higher</b>. Below is a summary of the changes.</p> <p><b><u>Salary and Wages:</u></b> The Fiscal Year 2012 submission is <b>\$43,713</b> higher than the current budget of \$1,342,043, an increase of 3.3%. The base submission does not include any new permanent additional staff; the FTE's for FY12 are the same as FY11 and FY10. The FY12 request includes funding for the assistant town accountant position for the full year. Last year it was agreed to hold off filling the position until mid-year. The FY11 budget funds the assistant town accountant for approximately six months. As stated previously, there are two DSR4 requests for additional staff, which if both requests were approved, increases the total staff by approximately 1 FTE. Including the DSR4 requests the total increase for personnel is \$78,223 or 5.8% over the current year.</p>	

Department Information DSR1	
Department	Finance Department
<p>The submission includes step and longevity increases for the fourteen (14) employees who are members of the ITWA unit based on the union contract which runs through June 30, 2011; there was no cost of living allowance for FY11. 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 plans. Merit pay increases for managers, if any, for FY12 would be funded through the salary reserve funded by Town Meeting. As anticipated last year with the changes to the ITC, paid overtime decreased, and we have reduced the funding request from \$10,000 to \$6,000. The overtime allowance for the Accounting, Assessing, and the Collector/Treasurer's offices has been level funded at \$500, \$500, and \$2,000 respectively. With the continued turnover in department staff, particularly in accounting, the overtime expenses continue to be higher than budgeted.</p> <p><b><u>Services, Supplies, and other Expenses:</u></b> The FY12 submission of \$741,605 is <b>\$6,716</b> higher than the current appropriation or an increase of less than 1%. The department overall has held a tight rein on costs by regular examination of its expenses as well as trying to anticipate future operating cost. As noted earlier some expense lines are lower while others are higher, which is due in part by reallocation of certain budget lines to cover higher expenses in other budget expense lines.</p> <p><b><u>Department Budget Reductions from FY11</u></b></p> <ul style="list-style-type: none"> <li>➤ Repairs and Maintenance by \$12,000 or 34.8%</li> <li>➤ Professional &amp; Technical by \$19,712 or 8.8%</li> <li>➤ Other Purchased Services by \$13,632 or 30.9%</li> <li>➤ Other Supplies &amp; Equipment by \$550 or 0.6%</li> <li>➤ Travel &amp; Mileage by \$3,540 or 32.2%</li> <li>➤ Dues &amp; Subscriptions by \$445 or 10.6%</li> </ul> <p><b><u>Department Budget Increases from FY11</u></b></p> <ul style="list-style-type: none"> <li>➤ Rental and Leases by \$31,295 or 14.6% this line is essentially the costs associated with the annual software license and maintenance agreements. Costs are increasing due to the ever-increasing use of technology as well as the changing marketplace. Major IT players are moving to a financial model that places more importance (revenue from customers) on license and support services than on the actual purchase. A portion of this increase is offset by a decrease in the repairs and maintenance line. The decrease in that line which was referenced earlier is due in part to the department's movement towards virtualization, hence reducing the cost of hardware maintenance. An added benefit of visualization is some units use less energy.</li> <li>➤ Communications by \$24,900 or 24.0% this change reflects both actual expenses and an anticipation of another postal rate increase.</li> <li>➤ Office Supplies by \$300 or 4.1% this change is based on actual expenditures</li> <li>➤ Other Expense by \$100 or 6.7% this reflects an anticipate increase in the cost of the state required treasurer and collector surety bonds</li> </ul> <p><b><u>Operational Capital:</u></b> The FY12 base submission of \$37,500 is level funded. These funds provide for the purchase of replacement PCs, low end data servers, and larger laser printers. There is a</p>	

<b>Department Information DSR1</b>																										
<b>Department</b>	<b>Finance Department</b>																									
<p>secondary component to the annual operational capital request found as part of the CIP request for network hardware, larger servers, switch replacements and equipment upgrade At \$30,000 per year.</p> <p><b>Other Requests for Funding (DSR4):</b> The department has two new DSR4 request for funding for staff.</p>																										
<b>Performance Factors</b>																										
<p><b>1. Direct deposit of pay participation by employees.</b></p> <p>Measure: Percentage of payments by direct deposit vs. check.</p> <p><b>Results:</b></p> <table border="1"> <thead> <tr> <th>Year</th> <th>1<sup>st</sup> Qtr</th> <th>2<sup>nd</sup> Qtr</th> <th>3<sup>rd</sup> Qtr</th> <th>4<sup>th</sup> Qtr</th> </tr> </thead> <tbody> <tr> <td>FY08</td> <td>69%</td> <td>75%</td> <td>76%</td> <td>78%</td> </tr> <tr> <td>FY09</td> <td>70%</td> <td>82%</td> <td>81%</td> <td>84%</td> </tr> <tr> <td>FY10</td> <td>73%</td> <td>78%</td> <td>78%</td> <td>81%</td> </tr> <tr> <td>FY11</td> <td>79%</td> <td>NA</td> <td>NA</td> <td>NA</td> </tr> </tbody> </table>		Year	1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr	FY08	69%	75%	76%	78%	FY09	70%	82%	81%	84%	FY10	73%	78%	78%	81%	FY11	79%	NA	NA	NA
Year	1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr																						
FY08	69%	75%	76%	78%																						
FY09	70%	82%	81%	84%																						
FY10	73%	78%	78%	81%																						
FY11	79%	NA	NA	NA																						
<p><b>2. 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>Results:</b></p> <table border="1"> <thead> <tr> <th>Fiscal Year Audited</th> <th>Comments</th> <th>Prior Year Comments</th> </tr> </thead> <tbody> <tr> <td>FY05</td> <td>5</td> <td>2</td> </tr> <tr> <td>FY06</td> <td>4</td> <td>2</td> </tr> <tr> <td>FY07</td> <td>4</td> <td>3</td> </tr> <tr> <td>FY08</td> <td>4</td> <td>2</td> </tr> <tr> <td>FY09</td> <td>2</td> <td>0</td> </tr> </tbody> </table>		Fiscal Year Audited	Comments	Prior Year Comments	FY05	5	2	FY06	4	2	FY07	4	3	FY08	4	2	FY09	2	0							
Fiscal Year Audited	Comments	Prior Year Comments																								
FY05	5	2																								
FY06	4	2																								
FY07	4	3																								
FY08	4	2																								
FY09	2	0																								
<p><b>3. Needham bonds compared to municipal market data benchmark.</b></p> <p>Measure: Needham debt reoffering yields compared to the municipal market data benchmark reoffering yields for AAA's.</p> <p><b>Results:</b></p>																										



Department Information DSR1	
Department	Finance Department
<p>information for the following fiscal year.</p> <p>One hundred percent of the permits issued by the Building department that had progressed to the point of adding value to the property as a whole were inspected by June 30, 2009. This is the statutory deadline for the collection of New Growth for the following fiscal year. This mirrors FY08 results.</p> <p>One hundred percent of the permits issued by the Building department that had progressed to the point of adding value to the property as a whole were inspected by June 30, 2010. This is the statutory deadline for the collection of New Growth for the following fiscal year. This mirrors FY09 results.</p> <p><b>5. 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>Results:</b></p> <p>Of the 10,928 Real Estate (Residential and Commercial) and Personal Property accounts billed in FY08, the value of 55 of those properties, or .005% of those accounts saw changes in value due to the abatement process.</p> <p>Of the 11,097 Real Estate (Residential and Commercial) and Personal property accounts billed in FY09, the value of 80 of those properties, or .007% saw changes in their value through the abatement process vs. .005% in FY08. The average adjustment in tax dollars for FY09 was \$1,186 vs. \$4,325 for FY08</p> <p>Of the 11,150 Real and Personal property accounts billed in FY10, the value of 69 of those properties, or .006% saw changes in their value through the abatement process vs. .007% in FY09. The average adjustment in tax dollars for FY10 was \$1,487 vs. \$1,186 for FY09.</p> <p><b>6. 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>Results:</b></p> <p>The result of the Townstat project provided an opportunity to improve the process of issuing RTS stickers. We are continuing to work on including a scan line on the application but to this date we have not completed the project. Therefore, the amount of time per sticker issued remains at 5.5 minutes to process a sticker from the time the application is presented to the time the sticker information is put on file.</p>	

<b>Department Information DSR1</b>				
<b>Department</b>	<b>Finance Department</b>			
<p>Update: The current system of inputting the sticker information has remained in place. We are currently reviewing the possibility of an alternative to issuing stickers.</p>				
<p><b>7. Optimize earnings on general funds while maintaining adequate liquidity.</b></p>				
<p>Measure: Needham average investment yield compared to MMDT index.</p>				
<p><b>Results:</b></p>				
<p>Needham average investment yield for fiscal year 2008 was 2.78% as compared to the MMDT rate of 2.72%</p>				
<p>Needham average investment yield for fiscal year 2009 was 2.32% as compared to the MMDT rate of 2.02%</p>				
<p>Needham average investment yield for fiscal year 2010 was .46% as compared to the MMDT rate of .45%</p>				
<p><b>8. 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>Results:</b></p>				
<p>Percent change in the year-end delinquent tax receivables increased .38% from FY07 to FY08, decreased .28% from FY08 to FY09, and increased .14% from FY09 to FY10.</p>				
Year	1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	Year End
FY07	2.20%	3.46%	0.81%	0.66%
FY08	1.74%	2.55%	0.28%	1.04%
FY09	1.80%	2.50%	0.26%	0.76%
FY10	1.69%	2.53%	0.34%	0.90%
<p><b>9. 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>Results:</b></p>				
<p>FY08</p>				
<p>Total number of hours network was available 8,706 hours out of 8,760: 99.38%</p>				

Fiscal Year 2012 Proposed Budget

Department Information DSR1							
Department	Finance Department						
Total number of business hours enterprise data and system was available 2,200 hours out of 2,210: 99.99%							
Planned or unplanned down time events: 11							
Unplanned network down time events: 5							
FY09							
Total number of hours network was available 8,704 hours out of 8,760: 99.36%							
Total number of business hours enterprise data and system was available 2,190 hours out of 2,210: 99.09%							
Planned or unplanned down time events: 8							
Unplanned network down time events: 3							
FY10							
Total number of hours network was available 8,692 hours out of 8,760: 99.22%							
Total number of business hours enterprise data and system was available 2,221 hours out of 2,236: 99.33%							
Planned or unplanned down time events: 6							
Unplanned network down time events: 3							
<b>10. Number of business days to close out a "Help Desk" request; percentage of "Help Desk" resolved satisfactory.</b>							
Measure: Number of requests resolved within 1BD; 2BD; 3BD; 4BD; 5BD; More than 5BD; percentage of customers who rate service received as satisfactory or better.							
<b>Results:</b>							
Business Days	1 BD	2 BD	3 BD	4 BD	5 BD	+5 BD	Total
<b>FY08*</b>							
Count*	2,328	25	16	11	6	206	2,592
Percent	89.8%	1.0%	0.6%	0.4%	0.2%	7.9%	100%
<b>FY09</b>							
Count**	4,420	49	31	16	10	412	4,938
Percent	89.5%	1.0%	0.6%	0.3%	0.2%	8.3%	100%
<b>FY10</b>							
Count**	3,457	193	237	153	73	45	4,158
Percent	83.1%	4.6%	5.7%	3.7%	1.8%	1.1%	100%

Fiscal Year 2012 Proposed Budget

Department Information DSR1																																										
Department		Finance Department																																								
<p>* The first year data represents approximately 5-1/2 months of activity since the tracking of this information was implemented. A customer satisfaction survey has not yet been established.</p> <p><b>11. Percentage of parking ticket requiring formal hearing as a percent of total appeals.</b></p> <p>Measure: Number formal hearings over number of appeals received.</p> <p><b>Results:</b></p> <table border="0" style="margin-left: 40px;"> <tr> <td colspan="3"><b>FY08</b></td> </tr> <tr> <td>Number of Tickets</td> <td>4,565</td> <td></td> </tr> <tr> <td>Appeals</td> <td>214</td> <td>4.7%</td> </tr> <tr> <td>Formal Hearings</td> <td>5</td> <td>2.3% of appeals</td> </tr> <tr> <td colspan="3"><b>FY09</b></td> </tr> <tr> <td>Number of Tickets</td> <td>8,641</td> <td></td> </tr> <tr> <td>Appeals</td> <td>405</td> <td>4.7%</td> </tr> <tr> <td>Formal Hearings</td> <td>14</td> <td>3.5% of appeals</td> </tr> <tr> <td colspan="3"><b>FY10</b></td> </tr> <tr> <td>Number of Tickets</td> <td>7,413</td> <td></td> </tr> <tr> <td>Appeals</td> <td>390</td> <td>5.3%</td> </tr> <tr> <td>Formal Hearings</td> <td>5</td> <td>1.3% of appeals</td> </tr> </table>							<b>FY08</b>			Number of Tickets	4,565		Appeals	214	4.7%	Formal Hearings	5	2.3% of appeals	<b>FY09</b>			Number of Tickets	8,641		Appeals	405	4.7%	Formal Hearings	14	3.5% of appeals	<b>FY10</b>			Number of Tickets	7,413		Appeals	390	5.3%	Formal Hearings	5	1.3% of appeals
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Spending Request Recap																																										
Description	Base Request DSR2	Additional Request DSR4		Total																																						
Personnel	1,385,756	34,510		1,420,266																																						
Expenses	741,605	0		741,605																																						
Operating Capital	37,500	0		37,500																																						
<b>Total Operating Request</b>	<b>2,164,861</b>	<b>34,510</b>		<b>2,199,371</b>																																						
Special Financial Warrant Articles?	YES	<input checked="" type="checkbox"/>	NO	How Many?	One																																					

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2														
Department						Finance Department								
Object						Description				Amount				
DSR2A														
Personnel	FY 2010			FY 2011			FY 2012							
	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					
Do the FTE totals above include seasonal and temporary positions included under line 3 (see below)?									Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>		
1. Salary and Wage Permanent Positions.												1,359,575		
2. Other Salary and Wage Expenses – (Itemized Below)														
a.	Assistant parking clerk annual stipend serves in the absent of the hearing officer											1,500		
b.	Educational reimbursement											1,500		
c.	Payment in lieu of vacation											5,389		
d.														
e.														
f.														
									Sub Total 2		8,389			
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)														
a.	Collector/Treasurer office customer service part time staff 365 hours and vacation coverage to keep office open 5 days per week											7,352		
b.	Treasurer coin processing average 2 times month											1,440		
c.														
d.														
e.														
f.														
									Sub Total 3		8,792			
4. Salary and Wage Overtime (Itemized Below)														
a.	Accounting office overtime provision for hours for CY payroll reporting and processing, and FY end preparation work as needed											500		
b.	Assessing office overtime provision for additional hours preparing the tax roll and processing abatement and exemption applications within the statutory timeframe.											500		
c.	Collector and Treasurer offices overtime for seasonal demands e.g., RTS sticker sales extended hours; property tax due dates											2,000		
d.	Technology center overtime related to extended, evening callback, or weekend work.											6,000		
e.														
f.														
									Sub Total 4		9,000			
5. Total Salary and Wages (1+2+3+4)												1,385,756		
DSR2B														
Object						Description				Amount				
Energy										0				

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	Finance Department	
Object	Description	Amount
Repairs & Maintenance Services	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	22,480
Rental & Leases	Software license town wide Software license public safety Software license ops & networks Software license GIS Software license permitting Software license & web hosting Postage Machine Appraisal software and network maintenance contract - AS	246,295
Other Property Related Services		0
Professional & Technical Services	Independent financial audits financial and internal controls; federal single audit; SSA; DOE compliance - AC Valuation and taxpayer appeal related consulting services for land, commercial property, and personal property - AS Procurement regulation - FD Parking ticket processing - PC IT application services for any application or technical process requiring outside consulting or training - TC Banking, lockbox, and service bureau fees - CT Debt issuing costs not included in prior appropriations and paying agent fees, & MWPAT fees - CT 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	204,775

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	Finance Department	
Object	Description	Amount
	Required courses for Board of Assessor members. - AS Mass Collector and Treasurer conferences and annual school, HTE training conferences - CT State and professional related seminars - FD Information Systems training for applications - TC	
Communications	Postage & copying - AC Postage, certified, 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 10MBPS IP - ITC	128,550
Recreational & Cultural Services		0
Other Purchased Services	Other Accounting Services MSBA filings - AC Binding of permanent records - AS Ambulance billing and processing services - CT Services not otherwise covered by maintenance or license agreement - TC Collector & Treasurer bonds - CT	30,500
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 - AS 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	7,650

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	Finance Department	
Object	Description	Amount
Building & Equipment Supplies		0
Custodial Supplies		0
Grounds Keeping Supplies		0
Vehicular Supplies		0
Food and Service Supplies		0
Medical Supplies		0
Public Works Supplies		0
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	88,550
Governmental Charges		0
Travel & Mileage	Employee educational reimbursement - Required courses for Board of Assessor members. - AS In town vehicle use reimbursements for assessing related functions. - AS State and professional related required travel for town business- all divisions Employee educational reimbursement and required travel- TC	7,450
Dues & Subscriptions	Accounting related association dues - AC Community Software Consortium - AS Mass Association of Assessing Officers, Banker and Tradesman dues and subscription fees - AS Collector and Treasurer related association dues; etc. - CT Professional associations - FD Network system, GIS dues and subscriptions - TC	3,755
Other Expenses	Treasurer and Collector Bonds	1,600
<b>6. Total Expenses</b>		<b>741,605</b>
<b>DSR2C</b>		
Capital Equipment Replacement	Technology Equipment	37,500
<b>7. Total Operating Budget Capital</b>		<b>37,500</b>
<b>8. Total Base Request (Line 5 + Line 6 + Line 7)</b>		<b>2,164,861</b>

Fiscal Year 2012 Proposed Budget

Performance Improvement Funding Request DSR4				
Department	Finance Department - Accounting			
Title	Department Specialist	Priority		
DSR4				
Expenditure Classification	Frequency			Total
	Recurring	One-Time		
Salary and Wage	X			18,306
Expenses				
Operating Capital				
Total Request				
Budgetary Considerations			YES	NO
1. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?			X	
2. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				X
3. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				X
4. Does the request support activities which produce revenue for the Town?				X
5. If the request is not approved, will Town revenues be negatively impacted?				X
6. Is there an increased exposure for the Town if the request is not approved?				X
7. Is specialized training or licensing required (beyond the initial purchase)?				X
8. If applicable, will the item(s) being replaced be retained by the Town?				X
9. Does this request address a documented health or safety issue?				
<i>All "YES" responses must be explained in the narrative</i>				
Description and Explanation				
<p>The request is to add an additional part-time Department Specialist (TS-3) position at 20 hours per week. The position would assist the department in editing and posting of the school account payable batches, verify &amp; post treasurer's daily cash receipts, processing all purchase order change request which average 25 a week, verifying and filing of taxpayer identification numbers and provide coverage during vacations. The requested position would be eligible for benefits and would require purchase of a workstation, computer and other office tools. The requested amount is figured at the current step one rate (\$17.5347)</p>				

Fiscal Year 2012 Proposed Budget

Performance Improvement Funding Request				
DSR4				
Department	Finance Department			
Title	Copy and Mail Support Services	Priority		
DSR4				
Expenditure Classification	Frequency			Total
	Recurring	One-Time		
Salary and Wage	x			16,204
Expenses				
Operating Capital				
Total Request				
Budgetary Considerations		YES	NO	
1. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?		X		
2. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?			X	
3. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?			X	
4. Does the request support activities which produce revenue for the Town?		X		
5. If the request is not approved, will Town revenues be negatively impacted?			X	
6. Is there an increased exposure for the Town if the request is not approved?			X	
7. Is specialized training or licensing required (beyond the initial purchase)?			X	
8. If applicable, will the item(s) being replaced be retained by the Town?			X	
9. Does this request address a documented health or safety issue?			X	
<i>All "YES" responses must be explained in the narrative</i>				
Description and Explanation				
<p>In planning for the return to Town Hall in FY2012, the department is submitting this request in order to staff the copy and mail room office which will be located in the lower level of Town Hall. This request seeks funds to either hire an additional part-time Department Assistant 1 (SS-1) position at 19.5 hours per week or to increase the existing Department Assistant 1 position to full time. The office would be responsible for receiving mail and other deliveries for Town Hall and collect and distribute interdepartmental mail, and prepare the daily outgoing mail for all departments. This office is proposed to also centralize office supply ordering and distribution. The office would also process larger print jobs for the various departments at Town Hall. The office would continue to process collector returns and coin processing.</p>				

Fiscal Year 2012 Proposed Budget

Department Information DSR1S							
Department			Finance Committee				
Operational Considerations							
<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>							
Spending Request Recap							
Description	Base Request DSR2S		Additional Request DSR4			Total	
Personnel	28,382					28,382	
Expenses	1,075					1,075	
Operating Capital							
Total Operating Request	29,457					29,457	
Special Financial Warrant Articles?	YES		NO	X	How Many?		

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2S								
Department			Finance Committee					
DSR2SA								
Staffing: Are the positions shown under section (I) funded in the current year?				Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>	<input type="checkbox"/>
I. Salary and Wage Permanent Positions								
	Title	Rate	FTE	Amount				
a.	Executive Secretary	28,382 annual	.51	28,382				
b.								
c.								
				Sub Total I	28,382			
II. Seasonal & Temporary Positions and other Salary and Wage Expenses								
	Description	Amount						
a.								
b.								
c.								
d.								
e.								
				Sub Total II				
A. Total Salary and Wages (I & II)								
DSR2SB								
	Object	Description	Amount					
a.	Professional & Technical	Conference Registration Fees	625					
b.	Office Supplies	General Office Supply Materials	100					
c.	Dues & Subscriptions	ATFC Annual Dues	350					
d.								
e.								
B. Total Expenses and Operating Capital				1,075				
C. Total Base Request (A + B)				29,457				

Fiscal Year 2012 Proposed Budget

Department Information DSR1				
Department	Planning and Economic Development			
Operational Considerations				
<p>Fiscal year 2010 saw the creation of a Planning and Community Development Department. Previously, the four community development and land use functions had been performed in three Departments namely, Planning, Conservation, and the Board of Appeals. Under this reorganization the Planning and Economic Development functions were retained under a singular budget and the Conservation and Zoning Board of Appeals budgets were combined to create a new "Community Development" budget. A Director of Planning and Community Development was appointed with oversight of both the Planning budget and Community Development budget. Finally, a new Administrative Assistant position was created to support the Planning, Economic Development, Conservation and Zoning functions of the Department.</p> <p>The goal of the reorganization was to meet the identified needs of the then existing departments, to improve operational efficiency, and to enhance service delivery. The enclosed budget and report address the Planning and Economic Development function of the new Department.</p> <p>In fiscal year 2004, Needham, through its then Planning Department, joined the Home Consortium based in Newton, making available approximately \$67,000 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. Accordingly, revenue sales of the Zoning By-Law and the Zoning Map are expected to increase over the upcoming fiscal year. Fiscal year 2010 saw an increase in application fee activity over the previous fiscal year reflecting increased permitting activity following the economic contraction of early 2008. Special Permit and subdivision fees going forward are expected to return to pre-recession levels of approximately \$30,000 annually. Additionally, FY 2010 saw the first contribution to the Town's Traffic Mitigation Fund to be used by the Town to implement traffic improvements recommended in the plan for the New England Business Center and/or for traffic improvements directly related to the study area and adjacent neighborhoods. It should be noted that although not currently funded the Construction of Cabot Place as currently permitted will provide an additional \$1,240,500 to the Town's Traffic Mitigation fund at full build-out. Lastly, the Planning Board established an In-Lieu parking fee schedule for projects undertaken in Needham Center under the new Overlay District rules. Currently undergoing review is a redevelopment proposal for the Theatre Block that if approved would contribute approximately \$125,000 to the newly established fund. The above-described items constitute the major anticipated change in revenue for FY 2011.</p>				
	FY '08	FY '09	FY '10	FY '11*
Application Fees	46,870	13,841	26,030	30,000
Zoning By-Laws	450	480	300	600
Zoning Maps	285	240	210	300
Subdivision Regulations	270	15	0	0
Grants/Donations		60,647	67,856	67,389 <sup>a</sup>

Fiscal Year 2012 Proposed Budget

Department Information DSR1				
Department		Planning and Economic Development		
	60,644			
Traffic Mitigation Fee			18,000	
Parking Fund				125,000 <sup>b</sup>
Total	108,519	75,223	112,396	223,289

<sup>a</sup>Home Program (67,389 projected).

<sup>b</sup>In-Lieu Parking Fund (107,000 projected).

\*Projected revenue to June 30, 2012. |

Performance Factors

During fiscal year 2010 an Elder Services Zoning District was created at the Wingate at Needham Nursing Home, located at the corner of Highland Avenue and Gould Street and on two vacant parcels adjacent to the Wingate at Needham facility. The concept of the district is to allow individuals to "age in place" on a campus environment that includes separate housing for those who live independently, assisted living facilities that offer more support and nursing homes for those needing skilled nursing care.

As in most other communities in Massachusetts and across the nation, Needham's citizens are aging and their life expectancy is increasing. One of the results of that phenomenon is an increased need (as well as an increased awareness of that need) for a community to provide different types of care for its senior citizens. Since all of us age differently, there are a number of alternatives that ought to be made available. Some individuals remain healthy but have decided they no longer wish or are able to care for a single-family residence on their own. Others may have a variety of health problems that require differing levels of care. The notion of the Elder Services Zoning District is intended to address this growing need. By providing this comprehensive approach the physical and emotional disruption surrounding moves necessitated by changes in an individual's condition is minimized.

A comprehensive planning study focusing on improving and enhancing Needham Center was completed in fiscal year 2009. The planning effort engaged 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. To assure that Needham Center continues to serve its important social and economic function, the comprehensive planning process achieved two primary objectives: 1) developed a cohesive comprehensive plan for the future of Needham Center, which addresses the land use, infrastructure, parking and traffic issues; and 2) educated and involved the community during plan development to assure a planning effort supported by a broad range of community representatives. Zoning, land use, and dimensional regulations such as height, setbacks and FAR were addressed, as well as parking, finance, marketing and other aspects of creating an attractive context for investment in a mixed-use center. Warrants for zoning changes based on the plan were presented and adopted at the Annual Town Meeting in May of 2009. Implementation of the Plan and its recommended next steps agenda remains one of the primary goals and functions of the Department.

Fiscal Year 2012 Proposed Budget

Department Information DSR1	
Department	Planning and Economic Development
<p>In fiscal year 2010 the position of economic development coordinator was reclassified to a management level position - Economic Development Director. The mission of the Economic Development Office is to provide the Town with those tools, programs, and services that will enable it to better attract, retain, and grow a diverse commercial tax base, resulting in increased tax revenues for the Town and locally desired goods and services for the community. Among her responsibilities, the Director provides staff support for the Council of Economic Advisors (CEA), whose job it is to evaluate and recommend to the Board of Selectmen the use of innovative tools and programs and, where applicable, the provision of new services that will promote economic development in Town.</p> <p>During fiscal year 2010, the Economic Development Office, acting through the Council of Economic Advisors and with the approval of the Board of Selectmen adopted the goal of exploring options for encouraging development in the New England Business Center (NEBC). The 215-acre park is the economic powerhouse of the Town of Needham. In 2009, the NEBC provided 57 percent of all tax revenue that came from commercially and industrially classified properties in Needham.</p> <p>Since March 2009, the Council of Economic Advisors (CEA) has focused its energies on assessing the development prospects of the New England Business Center (NEBC), with the goal of making recommendations to the Board of Selectmen on what the Town can do to reposition the area so that it optimally fulfills its role. The CEA's exploration has included looking at all factors, including the regulatory envelope that might affect the park's redevelopment. In that investigation, the CEA has identified at least three items about the regulatory envelope that are most likely affecting the limited development performance that the Town has seen in the last decade: (1) some of the definitions of uses permitted in the park are too narrowly drawn, unwittingly limiting uses that the Town would like to welcome; (2) the mix of allowable uses itself is unduly restrictive and does not now respond to market demands; and (3) some of the dimensional controls are restricting development, either by preventing it altogether on smaller lots, or not providing sufficient financial incentive to encourage the very development outcomes the Town would like to see. A follow-up study of the New England Business Center intended to address how these current regulatory rules may be constraining the ability of the New England Business Center to redevelop in accordance with the vision anticipated by the 2001 plan was funded at the Annual Town Meeting in May 2010. An RFP has been issued with recommendations expected in mid 2011.</p> <p>The Town continued its membership in the Metro West Housing Consortium, which includes Bedford, Belmont, Brookline, Framingham, Lexington, Lincoln, Natick, Sudbury, Newton, Waltham and Watertown. HUD allocated approximately \$1 million to the consortium for the development of low and moderate-income housing. Participation in the consortium is providing Needham with approximately \$67,000 annually for affordable housing purposes. As anticipated FY 2004 - FY 2008 consortium funds were utilized at High Rock Homes, where the Housing Authority, with technical support from the Planning Office, oversaw the replacement of approximately 20 of the 80 existing single-family homes with newly built two-family townhouses on the same lot. Construction of this project, which began in fiscal year 2008, was completed in fiscal year 2009. Currently, the Town is bankrolling its allocation of funds under the program pending allocation to a suitable follow-up project.</p> <p>The key challenges facing the Planning Board and Department over the course of the next five years will be securing the successful implementation of the Needham Center Plan and</p>	

Fiscal Year 2012 Proposed Budget

**Department Information  
DSR1**

<b>Department</b>	Planning and Economic Development
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the updating of 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 Needham Center plan, 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 a key priority and challenge. Additional unlocking the economic potential of the New England Business Center remains an overarching goal of the Board and Department.

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 19 new Special Permit applications and 2 Subdivision applications were processed. Public hearings were held on average within 30 days of application receipt, decisions were issued within 6 days of the close of the public hearing, with written decisions filed with the Town Clerk within 8 days of permit issuance. Total average time required to process an application was 44 days with a minimum of 29 days and a maximum of 103 days. This represents an improvement over the results seen in fiscal year 2009 for 3 of the 4 tracked categories and where the overall time required processing an application was reduced from 46 days to 44 days. The Department plans to continue to track these items and will submit a similar report with its fiscal 2012 budget request.

Application Timeline	Average # days until Public hearing (PH)	G O A L	Average # days after PH closed until Decision issued	G O A L	Average # days until decision filed with Town Clerk	G O A L	Total average # days to process an application
<b>Fiscal Year 2010</b>  19 Applications Processed total	30	35	6	14	8	5	44
<b>Fiscal Year 2009</b>  12 Applications Processed total	29	35	6	14	3	5	46

Fiscal Year 2012 Proposed Budget

Department Information DSR1						
Department		Planning and Economic Development				
Spending Request Recap						
Description	Base Request DSR2	Additional Request DSR4		Total		
Personnel	232,476			232,476		
Expenses	16,460			16,460		
Operating Capital						
<b>Total Operating Request</b>	<b>248,936</b>			<b>248,936</b>		
Special Financial Warrant Articles?	YES		NO	X	How Many?	

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2										
Department				Planning and Economic Development						
Object				Description				Amount		
DSR2A										
Personnel	FY 2010			FY 2011			FY 2012			
	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)	
	3	0	3	3	1	3.295	3	1	3.295	
Do the FTE totals above include seasonal and temporary positions included under line 3 (see below)?							Yes		No	X
1. Salary and Wage Permanent Positions.								227,535		
2. Other Salary and Wage Expenses for Permanent Positions – (Itemized Below)										
a.										
b.										
c.										
d.										
e.										
f.										
Sub Total 2										
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.	Recording Secretary							4,941		
b.										
c.										
d.										
e.										
f.										
Sub Total 3								4,941		
4. Salary and Wage Overtime (Itemized Below)										
a.										
b.										
c.										
d.										
e.										
f.										
Sub Total 4										
5. Total Salary and Wages (1+2+3+4)								232,476		
DSR2B										
Object				Description				Amount		
Energy										
Repairs & Maintenance Services										
Rental & Leases										
Other Property Related Services										
Professional & Technical Services				Publishing Costs: Zoning By-Law, Subdivision Regulations, Special Permit Regulations, Permitting Guide, Zoning Map, Planning Studies. Consultant Services: Planning & Economic Development				6,000		
Communications				Statutory Legal Notices and Postage				4,700		

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	Planning and Economic Development	
Object	Description	Amount
Recreational & Cultural Services		
Other Purchased Services		
Office Supplies		2,000
Building & Equipment Supplies		
Custodial Supplies		
Grounds Keeping Supplies		
Vehicular Supplies		
Food and Service Supplies		
Medical Supplies		
Public Works Supplies		
Other Supplies & Equipment		
Governmental Charges		
Travel & Mileage	American Planning Association (Regional) Annual Conference and Misc. State, Private and University Sponsored Conferences.	2,260
Dues & Subscriptions		1,500
6. Total Expenses		16,460
DSR2C		
Capital Equipment Replacement		
7. Total Operating Budget Capital		
8. Total Base Request (Line 5 + Line 6 + Line 7)		248,936

Fiscal Year 2012 Proposed Budget

Department Information DSR1	
Department	Community Development
<b>Operational Considerations</b>	
<p>Fiscal year 2010 saw the creation of a Planning and Community Development Department. Previously, the four community development and land use functions had been performed in three Departments namely, Planning, Conservation, and the Board of Appeals. Under this reorganization the Planning and Economic Development functions were retained under a singular budget and the Conservation and Zoning Board of Appeals budgets were combined to create a new "Community Development" budget. A Director of Planning and Community Development was appointed with oversight of both the Planning budget and Community Development budget. Finally, a new Administrative Assistant position was created to support the Planning, Economic Development, Conservation and Zoning functions of the Department. The goal of the reorganization was to meet the identified needs of the then existing departments, to improve operational efficiency, and to enhance service delivery. The enclosed budget and report address the "Community Development" function of the new Department organized by the two divisions therein namely Conservation and Board of Appeals.</p>	
<b><u>CONSERVATION</u></b>	
<b>OPERATIONAL CONSIDERATIONS</b>	
<p>The Needham Conservation Commission is comprised of seven volunteer members appointed by the Board of Selectmen to staggered three-year terms. The Commissions' primary responsibility involves ensuring compliance with the Massachusetts Wetlands Protection Act (M.G.L. Chapter 131 Section 40) and the local Wetlands Protection Bylaw (Needham General Bylaws Article 6). As the administrative and technical support agency to the Commission, the Conservation Department undertakes the following tasks pertaining to wetlands permitting:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Reviews Notice of Intent applications and other filings for completeness and compliance with wetland statures and associated regulations.</li> <li><input type="checkbox"/> Assures legal requirements are met including postings, hearing and permit timeframes, minutes and other records.</li> <li><input type="checkbox"/> Schedules and attends twice monthly meetings of the Conservation Commission and transcribes meeting minutes.</li> <li><input type="checkbox"/> Maintains case files and materials including computer databases.</li> <li><input type="checkbox"/> Arranges and conducts on-site inspections related to filings.</li> <li><input type="checkbox"/> Reviews wetland delineations.</li> <li><input type="checkbox"/> Drafts permits with associated conditions and other documents.</li> <li><input type="checkbox"/> Monitors construction to ensure compliance with permits.</li> <li><input type="checkbox"/> Reviews building permits for projects occurring within the Commission's jurisdiction to reduce the amount of Enforcement Orders issuance and provide better public outreach.</li> <li><input type="checkbox"/> Responds to complaints and investigates potential violations.</li> <li><input type="checkbox"/> Keeps regular office hours to provide assistance to the regulated community.</li> <li><input type="checkbox"/> Collaborates with other Town Departments, Boards and Committees on matters pertaining to permitting municipal project and activities.</li> </ul> <p>In addition to wetland permitting, the Conservation Department undertakes broader environmental and land management functions including the following:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Oversees/carries out management tasks such as trail building and maintenance, signage, and cleanup.</li> <li><input type="checkbox"/> Assures compliance with rules and regulations for conservation lands; issues needed permits; and addresses user problems.</li> </ul>	

Fiscal Year 2012 Proposed Budget

**Department Information  
DSR1**

Department	Community Development
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- Assist the Commission in planning, acquisition, administration and management of municipal conservation land.
- Helps prepare Open Space and Recreation Plans to meet criteria for approval.
- Researches and conducts on-site evaluations for parcels under consideration for acquisition, donation, conservation or agricultural preservation restrictions.
- Researches, pursues and coordinates grant and other funding opportunities; writes proposals and manages grants.
- Collaborates with other Town Departments, Boards and Committees on matters pertaining to the use, management and protection of the Town's natural resources and open space.
- Educate the public about the importance of protecting wetlands and other open space.

**PERFORMANCE FACTORS**

In FY 2010, the Conservation Commission met formally a total of twenty five (25) times and held a total of one hundred eight (108) public hearings (refer to Table 1). In addition to applications reviewed through the public hearing process, the Commission is required to review and act on requests to modify, extend or close out a permit. The Commission handled forty two (42) of these requests during this fiscal year (refer to Table 1). Finally, for that small percentage of projects that occur within the Commission's jurisdiction obtaining a permit in advance, the Commission is responsible for pursuing enforcement to bring such sites into compliance with the state and local wetland regulations. In FY2010, six (6) projects required the issuance of an Enforcement Order in order to restore or protect wetland resource areas.

**Table 1: FY2010 Conservation Commission Application Filings & Requests**

Type of Application Filing/Request	Number
Notice of Intent	30
Request to Amend Order of Conditions	3
Request for Determination of Applicability	18
Abbreviated Notice of Resource Area Delineation	1
Extension Permit	3
Emergency Certification	2
Certificate of Compliance	20
Minor Modification Request	1
Enforcement Order	6
Trail Maintenance Notification Form	4
DPW Generic Permit Activity Notification Form	2
Exemption Letter	10
Conservation Restriction	1

The following Table 2 reflects the number of permit application filings received by the Conservation Commission in each of the last three fiscal years. Despite the economic recession in FY 2010 the Commission continues to see an increase in permit application filings each year.

Fiscal Year 2012 Proposed Budget

**Department Information**  
**DSR1**

Department: Community Development

**Table 2: Number of Permit Application Filings in FY 2008, FY 2009 and FY 2010**

Fiscal Year	Number of Meetings	Notice of Intent	Request for Determination of Applicability	TOTAL
2008	23	27	6	<b>56</b>
2009	21	27	15	<b>63</b>
2010	25	30	18	<b>73</b>

The Department will continue to track the number of formal applications and, going forward, will also track all revenue-generating administrative requests.

Under both the state and local statutes, the Conservation Commission has a maximum of 21 days from receipt of a completed application to open a public hearing on that application. A hearing may be continued with the consent of the Applicant to allow for the submittal of additional information. After closing the public hearing, the Commission has 21 days to issue an Order of Conditions. In FY 2010, there was one instance in which the Commission needed to request only 12 hours of additional time (from the applicant) to complete and issue an Order of Conditions.

The Conservation Department makes every effort to assist Applicants with the filing process. The Conservation Agent meets frequently with property owners and potential applicants to explain the filing process or to provide input on which application would be most appropriate (for a particular site or project). The Conservation Department conducted well over a hundred site visits in FY 2010 to review projects associated with both the MA Wetlands Protection Act and the Needham Wetlands Protection Bylaw.

Additionally, FY 2010 was also a reorganizational year where the Planning Department, Board of Appeals and Conservation Departments merged into the Planning and Community Development Office. As a result of this merger, Department procedures to increase efficiency and better serve the public were established including the following: clarified and universalized permitting procedures and deadlines to provide consistency; developed Department message system and forms to track written requests and created a filing system for proper record keeping; created an internal permit issuance department procedure that ensures timely permit issuance, required record keeping and data base entry; developed drop-in office hours to respond to miscellaneous inquiries (i.e. real estate agencies); developed field days to provide consistency and efficiency in project reviews; hired administrative assistant to provide better service and response time to the public.

The collective knowledge and experience of the Conservation Department serves to benefit the regulated community including the Town of Needham as it provides professional expertise in a growing and more restrictive environmental regulatory time period. While the Commission has the authority under M.G.L. Chapter 44 Section 53G to require Applicants to undertake a 3<sup>rd</sup> party peer review (at the Applicant's expense), the Commission did not impose this burden on any Applicants in FY 2010. Two Conservation Commission issued decisions were appealed under the MA Wetlands Protection Act. The first appeal was for a Town of Needham project to provide improvements to the Rosemary Pool Parking Lot. The second appeal, also for a Town of Needham project, was to provide annual maintenance at Rosemary Pool. The later pool maintenance activity requires a drawdown of Rosemary Lake.

Fiscal Year 2012 Proposed Budget

Department Information DSR1	
Department	Community Development
<p>The Town has been performing this drawdown and maintenance annually since the pool's construction in 1972. The Conservation Department and the Engineering Department have been assisting the Park and Recreation Office with both appeals.</p> <p>With respect to FY 2010 land management activities, the Conservation Commission continued its ongoing work to implement the Comprehensive Master Trails Plan, finalize the Open Space Plan and served on the Carol-Brewster Advisory Committee. The Commission has partnered with Eagle Scouts and Girl Scout Gold Award applicants to complete the construction of signs and kiosks at trailheads at Ridge Hill Reservation and on several trail maintenance projects in the Town Forest and Ridge Hill Reservation. Additionally, under M.G.L Chapter 184 Sections 31-33 the Commission received and authorized a gift of a permanent conservation restriction on a 4.68 acre parcel of land along Charles River Street. This conservation restriction will protect significant scenic, aesthetic and ecological valued land in Needham.</p> <p><b><u>ZONING BOARD OF APPEALS</u></b></p> <p><b>OPERATIONAL CONSIDERATIONS</b></p> <p>The Zoning Board of Appeals is a quasi-judicial body that hears and renders decisions on: 1) Appeals from Building Inspector administrative decisions; 2) Applications for Special Permits or Variances under M.G.L. Chapter 40A and the Needham Zoning By-Laws; and 3) Requests for Comprehensive Permits under M.G.L. Chapter 40B (affordable housing) as well as hearing amendment and de minimis change requests. The Board of Appeals consists of three regular members and two associate members appointed by the Board of Selectmen as authorized and established by General Laws, Chapter 40A, the Home Rule Charter Act and Article VIII of the General By-Laws.</p> <p>The office provides guidance to applicants on all zoning matters, including assistance with the application and hearing process; provides professional staffing to Board members, and maintains and manages all department communications and legal documents. Virtually all matters that come before the Board are initiated by residents or businesses seeking relief from the Zoning By-Law. Each application is processed in accordance with the legal requirements and timetables established under the Massachusetts Zoning Act, the Town of Needham Zoning By-Law, and Zoning Board of Appeals Rules and Regulations.</p> <p><b>PERFORMANCE FACTORS</b></p> <p>In FY 2010 there were 38 public hearings conducted at which time 28 special permits, 1 variance, 2 appeals of Building Inspector decisions and two 40B applications were presented (refer to Table 1). It should be noted that today's hearings can run for several meetings, and require more intense background checks. The office is handling many more inquires regarding land use than in previous years; due in part to the current economy where more homeowners are choosing to expand the home they own, which often leads to a filing.</p>	

Fiscal Year 2012 Proposed Budget

**Department Information  
DSR1**

Department	Community Development
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**Table 1: Number of Permit Application Filings in FY 2009 and FY2010**

	Number of Meetings	Special Permit Applications	Variance Applications	Appeals of Building Inspector Decisions	40B Applications	Withdrawals	Decisions
<b>FY-2009</b>	11	33	1	2	1	4	33
<b>FY-2010</b>	12	28	1	2	2	5	28
<b>Total</b>	23	61	2	4	3	9	61

Moving forward the division has established the following set of goals for the upcoming fiscal year.

- 1) Produce and file all decisions within two weeks of the closing of the public hearing.
- 2) Continue the task of changing the filing system from an applicant-name format to a street-address format. This activity has the effect of also completing missing information and correcting errors in the existing database, making the database a more useful tool.
- 3) Monitor revenue generation in relation to the cost of the application process.
- 4) Expand the website to be more user friendly.
- 5) Provide case reports on the website.

**Performance Factors**

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**Spending Request Recap**

Description	Base Request DSR2	Additional Request DSR4	Total
Personnel	108,584		108,584
Expenses	11,858		11,858
Operating Capital			
<b>Total Operating Request</b>	<b>120,442</b>		<b>120,442</b>

Special Financial Warrant Articles?	YES		NO	x	How Many?	
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Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2										
Department					Community Development					
Object					Description			Amount		
DSR2A										
Personnel	FY 2010			FY 2011			FY 2012			
	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)	
	1	1	1.8	2	1	2.295	2	1	2.295	
Do the FTE totals above include seasonal and temporary positions included under line 3 (see below)?							Yes		No	X
1. Salary and Wage Permanent Positions.								108,584		
2. Other Salary and Wage Expenses for Permanent Positions – (Itemized Below)										
a.										
b.										
c.										
d.										
e.										
f.										
								Sub Total 2		
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.										
b.										
c.										
d.										
e.										
f.										
								Sub Total 3		
4. Salary and Wage Overtime (Itemized Below)										
a.										
b.										
c.										
d.										
e.										
f.										
								Sub Total 4		
5. Total Salary and Wages (1+2+3+4)								108,584		
DSR2B										
Object					Description			Amount		
Energy										
Repairs & Maintenance Services										
Rental & Leases										
Other Property Related Services										
Professional & Technical Services					Consultants (environmental assessments, enforcements, appeals)			2,900		
Communications					Blackberry, Postage, Legal Notices			6,488		
Recreational & Cultural Services										
Other Purchased Services										
Office Supplies								1,541		

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	Community Development	
Object	Description	Amount
Building & Equipment Supplies		
Custodial Supplies		
Grounds Keeping Supplies		
Vehicular Supplies		
Food and Service Supplies		
Medical Supplies		
Public Works Supplies		
Other Supplies & Equipment		140
Governmental Charges		
Travel & Mileage		
Dues & Subscriptions		789
6. Total Expenses		11,858
DSR2C		
Capital Equipment Replacement		
7. Total Operating Budget Capital		
8. Total Base Request (Line 5 + Line 6 + Line 7)		120,442

Fiscal Year 2012 Proposed Budget

Department Information DSR1																	
Department	Police Department																
Operational Considerations																	
<p><b>FY2010 Activity</b></p> <table> <tr> <td>Calls for Service</td> <td>27,322</td> </tr> <tr> <td>Priority 1, 2, 3 Calls</td> <td>10,694</td> </tr> <tr> <td>Incident Reports</td> <td>1,682</td> </tr> <tr> <td>Arrests &amp; Complaints</td> <td></td> </tr> <tr> <td>    Adult</td> <td>328</td> </tr> <tr> <td>    Juvenile</td> <td>29</td> </tr> <tr> <td>Motor Vehicle Violations</td> <td>4124</td> </tr> <tr> <td>Motor Vehicle Accidents</td> <td>419</td> </tr> </table> <p><b>FY2012 Budget Request</b></p> <p>The FY2012 overall budget request is about 7% above actual spending for FY2010. The amount being requested (\$5,229,460) is about \$50,000 less than total approved funding for FY2011.</p> <p><b>Salaries &amp; Wages</b></p> <p>In this request, there is an increase to total salary and wages of \$308,724 above the actual spending amount for FY2010. This is a decrease of over \$20,000 from current (FY2011) salary and wages funding, and it assumes no cost of living or other contractual increases for bargaining units. Existing collective bargaining agreements are due to expire at the end of the current fiscal year.</p> <p>The reduction is due, in part, to recent retirements where employees who retired had been receiving pay and benefits above that received by more recently hired employees. The overall average hourly pay, for employees who work the majority of overtime shifts, is reduced also. The amount of overtime for court, investigations, meetings and community events remains at approximately the same amount requested for FY2011, and there will be one less election during FY2012.</p> <p>The amount requested for police department salaries and wages in FY2012 is \$4,863,711.</p> <p><b>Expenses</b></p> <p>This FY2012 budget submission for police department expenses reflects an effort to maintain close adherence to FY2010 actual spending. The following narrative addresses funding request categories in the same order that they appear on the DSR2(B) section of the DSR2 request form:</p> <p>Repairs and Maintenance Services - The amount requested for this category is slightly higher than FY2010 actual spending. The recommended amount is a significant reduction from the current (FY2011) budget.</p> <p>Rentals and Leases - The request for this category is also increased slightly. Added here is the expense of leasing a police motorcycle which has provided increased traffic</p>		Calls for Service	27,322	Priority 1, 2, 3 Calls	10,694	Incident Reports	1,682	Arrests & Complaints		Adult	328	Juvenile	29	Motor Vehicle Violations	4124	Motor Vehicle Accidents	419
Calls for Service	27,322																
Priority 1, 2, 3 Calls	10,694																
Incident Reports	1,682																
Arrests & Complaints																	
Adult	328																
Juvenile	29																
Motor Vehicle Violations	4124																
Motor Vehicle Accidents	419																

Fiscal Year 2012 Proposed Budget

Department Information DSR1	
Department	Police Department
<p>enforcement, escort and special event services. The lease for the motorcycle had been funded by community policing funds from the Commonwealth which were eliminated.</p> <p>Other Property Related Services - The request reflects a reduction below FY2010 actual expenses.</p> <p>Professional and Technical Services - The amount requested here is below actual spending in FY2010.</p> <p>Communications - Wireless communications expenses are increased, but the overall request is lower than FY2010 actual expenses.</p> <p>Other Purchased Services - The request is lower than the FY2010 actual.</p> <p>Office Supplies - The amount requested is a slight reduction from FY2010 spending.</p> <p>Vehicular supplies - Although the amount requested for gasoline and petroleum products is increased, the portion of this funding request that provides for other vehicle supplies is reduced by a substantial amount. Overall, the request in this category is an increase over FY2010 actual expenses.</p> <p>Medical Supplies - This category is reduced to the FY2010 actual level.</p> <p>Other Supplies &amp; Equipment - The request reflects a decrease from FY2010 actual spending, but it is a slight increase above FY2011 funding to provide for the purchase of initial issue uniforms and equipment.</p> <p>Governmental Charges - Expenses in this category vary from year to year depending on how many officers are scheduled to renew EMT certification, the reduction, a decrease from FY2010 spending, anticipates fewer renewals for FY2012.</p> <p>Travel &amp; Mileage - The request is reduced to reflect the spending level of FY2010.</p> <p>Dues &amp; Subscriptions - Request reduced to FY2010 actual spending levels.</p> <p>The total FY2012 budget request amount for police department expenses is \$6327 above FY2010 actual spending for expenses. It is \$8481 below the current (FY2011) budget amount.</p> <p>The amount requested for police department expenses for FY2012 is \$239,858.</p> <p><b>Capital Equipment Replacement</b></p> <p>The replacement of five cars is anticipated in accordance with the department vehicle replacement schedule. During FY2010 the replacement schedule only involved four vehicles. Actual vehicle prices for the current year are not known as of this writing. A 2.5% increase per vehicle, per year is assumed for the purpose of this submission.</p> <p>This category is increased by \$30,031 over FY2010 actual spending which provided for one less vehicle. The actual increase per vehicle projected with this request is 5%.</p>	

Fiscal Year 2012 Proposed Budget

Department Information DSR1			
Department	Police Department		
<p><b>Total FY2012 Budget Summary</b></p> <p>This police department budget request is a 7% increase over actual expenditures in FY2010. It is approximately a 1% decrease from the current (FY2011) overall total.</p> <p>The total amount requested for the FY2012 police department budget is \$5,229,460.</p>			
Performance Factors			
<p>The department will continue to participate in performance measurement activities through involvement with the ICMA Center for Performance Measurement (CPM) and others.</p> <p>Continuing efforts will be directed toward updating aging communications equipment and improving police station facility security.</p> <p>Traffic enforcement activities will be directed to locations in town where there is higher incidence of traffic accidents.</p> <p>Continuous review, monitoring and assignment of resources will be conducted to maintain safe school walking routes and pedestrian safety in downtown areas.</p> <p>Department efforts will be directed toward addressing crime in the community through crime prevention and repression activities.</p> <p>The department will continue to conduct ongoing review and updating of departmental policies.</p>			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total
Personnel	4,863,711		4,863,711
Expenses	239,858		239,858
Operating Capital	125,891		125,891
<b>Total Operating Request</b>	<b>5,229,460</b>		<b>5,229,460</b>
Special Financial Warrant Articles?	YES		NO
		<input checked="" type="checkbox"/>	How Many?

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2										
Department					Police Department					
Object					Description			Amount		
DSR2A										
Personnel	FY 2010			FY 2011			FY 2012			
	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)	
	58		58	58		58	58		58	
Do the FTE totals above include seasonal and temporary positions included under line 3 (see below)?							Yes		No	x
1. Salary and Wage Permanent Positions.							3,875,993			
2. Other Salary and Wage Expenses for Permanent Positions – (Itemized Below)										
a.	Holiday Pay						230,338			
b.	In-Service Training						124,936			
c.	NOSL Incentive						10,158			
d.										
e.										
f.										
							Sub Total 2		365,432	
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.	Traffic Crossing Supervisors						139,140			
b.										
c.										
d.										
e.										
f.										
							Sub Total 3		139,140	
4. Salary and Wage Overtime (Itemized Below)										
a.	Shift Vacancies, Court, Investigations, Emergencies, Meetings						300,060			
b.	Vacation Shift Filling						172,586			
c.	Elections (Polls – 2)						10,500			
d.										
e.										
f.										
							Sub Total 4		483,146	
5. Total Salary and Wages (1+2+3+4)							4,863,711			
DSR2B										
Object					Description			Amount		
Energy										
Repairs & Maintenance Services					Radio Maintenance contract (16866) Vehicle Repairs & Inspections (3521) Photocopier Maint contract (780) Radar Calibration (825)			21,992		
Rental & Leases					Water Coolers (800) Postal Mtr (680) Post Office Box (150) Identikit (420) Range (2200) Motorcycle (3700)			7,950		
Other Property Related Services					Animal control Services			2,100		
Professional & Technical Services					Professional Development - Training			10,000		

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	Police Department	
Object	Description	Amount
Communications	911 lines, I-Series, Fax, Live-Scan (4750) Postage (1770) Wireless (11500) Printing (565)	18,585
Recreational & Cultural Services		
Other Purchased Services	Towing (1150) A/C Testing (500)	1,650
Office Supplies	Office Supplies (6200)	6,200
Building & Equipment Supplies		
Custodial Supplies		
Grounds Keeping Supplies		
Vehicular Supplies	Gasoline & Petroleum (95,800) Tires, Batteries, Accessories (10500)	106,300
Food and Service Supplies		
Medical Supplies	First Aid Supplies	3,276
Public Works Supplies		
Other Supplies & Equipment	Range supplies(11980) Patrol, Traffic, Prisoner, Training supplies (10,600) Photography & Court (1900) Building (3500) Animal (500) Uniform supplies: Allowance (8550) New Issue (4) (12,000)	49,030
Governmental Charges	EMT Recertification	1,800
Travel & Mileage	Court, Parking Enforcement, Training	3,000
Dues & Subscriptions	GBPD, SSPI, MetroLEC, NESPIN, IACP, Purchasing, ICMA, Accreditation	7,975
<b>6. Total Expenses</b>		<b>239,858</b>
<b>DSR2C</b>		
Capital Equipment Replacement		125,891
<b>7. Total Operating Budget Capital</b>		<b>125,891</b>
<b>8. Total Base Request (Line 5 + Line 6 + Line 7)</b>		<b>5,229,460</b>

Fiscal Year 2012 Proposed Budget

Department Information DSR1	
Department	FIRE
Operational Considerations	
<p>The Fire Department has three main sources of revenue: the ambulances, fire prevention/inspection permits and fire alarm permits. In FY10, the ambulances brought in a total of \$620,457, while fire prevention/inspection permits brought in \$54,716 and fire alarm permits \$66,908.</p> <p><b><u>Salaries</u></b></p> <p>The salary line item includes a 1% increase in defibrillation differential effective 7/1/11 and a 1% increase in night differential effective 1/1/12 for Units A &amp; C only. Unit B – Fire Alarm includes a 1% increase in the Level 2 IMSA differential effective 7/1/11 and another 1% increase beginning 1/1/12. The only other increases are step and longevity increases.</p> <p>In the past, we had been very fortunate to have received grants to help offset our budget. This year, however, due to a significant reduction in grants and grant funding, combined with increased competition for funding, we received only one grant. We were awarded the Student Awareness of Fire Education grant in the amount of \$4,900. We will continue to apply for available grants, while seeking out other sources of funding.</p> <p><b><u>Operating Budget Highlights</u></b></p> <p><b>Repairs and Maintenance Services</b> – This year’s request is \$2,654 less than our FY11 request. Although all of our maintenance contracts increased in price, we did make a few small reductions in overall repairs.</p> <p><b>Rental and Leases</b> – Our EMS reporting system license (AmbuPro) increased by \$210; however, we were able to reduce our Swiftreach Emergency Notification System License by \$1,088. This was achieved by reducing usage costs.</p> <p><b>Professional and Technical Services</b> – We made reductions in attendance at professional meetings and conferences (\$150). We reduced tailoring (\$125), medical oxygen (\$250) and we did not include EMD Dispatch training (saving \$645), as it is required only every other year. Our EMT/Paramedic Refresher increased by \$310 and Fire Alarm licenses by \$25. Overall, Prof/Tech was reduced by \$1,085.</p> <p><b>Communications</b> – We were able to reduce our communications line item by \$1,700. This is due to the fact that we removed printing costs, as well as the cost of a legal notice. In addition, shared wireless minutes have helped to reduce our bills.</p> <p><b>Office Supplies</b> – In an attempt to be more prudent, we have reduced our office supply line item by \$600.</p> <p><b>Grounds Keeping Supplies</b> – This money represents the costs associated with reimbursing the Chief and the Captain at Station 2 for purchases made for the upkeep of the grounds.</p> <p><b>Vehicular Supplies</b> – Our cost for fuel has substantially increased over FY11; however we based it on FY10 consumption and employed the FY12 estimates which were provided. The</p>	

Fiscal Year 2012 Proposed Budget

Department Information DSR1	
Department	FIRE
<p>cost increase is \$10,798. Vehicle supplies were reduced by \$3,000.</p> <p><b>Food and Service Supplies</b> – This money represents the costs reimbursed to the Chief for purchasing refreshments for various meetings.</p> <p><b>Medical Supplies</b> – Our medical supplies budget was increased by \$1,174 due to the need for additional supplies.</p> <p><b>Other Supplies and Equipment</b> – We have decreased FF supplies by \$11,247 and department uniforms by \$6,869. We have also reduced Fire Prevention supplies by \$500, Fire Alarm supplies by \$1,500 and Emergency Management supplies by \$1,300. Our overall reduction in this line item is \$22,632 over FY11.</p> <p><b>Governmental Charges</b> – Our EMT/Paramedic state recertification decreased by \$1,200 based on the number of EMT's and Paramedics who need to recertify in FY12. This year we have added a new line item based on the contractual agreement that promotional exam fees will be reimbursed. In FY12, we will be calling for a Lieutenant's exam and have budgeted \$3,000.</p> <p>In FY09 and FY10, we turned back substantial monies in Services/Expenses. When working on the FY12 budget, we made every effort to reduce costs as well. However, please be advised that this may not be sustainable going forward. The lack of purchases may have an impact on our department, at which time we will have to request funding.</p>	
Performance Factors	
<p>The Fire Department is pleased to report that over the past year we were able to conduct and complete two comprehensive formal truck driver training courses for all of the Firefighters. The actual training consisted of classroom instruction, emergency driving scenarios in a full size simulator, and actual hands-on driving with a certified instructor utilizing the department's fire apparatus. This had been a long time goal of the department, but the costs of these programs for up to 60 individuals can be very expensive and funding was limited. Fortunately, the programs were completed at no cost to the Town, as a portion was provided free of charge through the Town's insurance carrier, and the balance was funded through a grant. The benefits of this essential training are enhanced safety for our firefighters and the community which they serve, as well as, a reduction in liability and insurance premiums for the Town.</p> <p>On another positive note, last year the Fire Department announced that they had partnered with twenty west suburban communities to explore what opportunities might exist which could be used to strengthen emergency medical services (EMS). One specific objective was to lobby the Massachusetts Office of Emergency Medical Services to allow more flexibility in staffing requirements for Advanced Life Support (ALS) ambulances. At the time of this writing, it appears that the legislation is being changed to allow an ALS ambulance to operate with one Paramedic and one EMT, as opposed to the need for two Paramedics. This will have a positive impact on the emergency medical services that the Fire Department provides in both improved patient intervention, as well as the ability to increase revenues.</p>	

Fiscal Year 2012 Proposed Budget

Department Information						
DSR1						
Department		FIRE				
<p>Looking forward, the Fire Department is committed to developing and promoting a thorough and extensive wellness program for all of our dedicated personnel who work for the department. As the emergency call volume has increased over the years, so has the average age of the Firefighters. It is the responsibility of management to ensure that the Firefighters are well educated on keeping themselves healthy and strong and to provide the resources to accomplish that goal, so that they can effectively, efficiently, and safely provide the services which the community expects and deserves. The program will consist of bringing in nutritionists and strength and fitness trainers to assist the Firefighters with making the best choices to keep themselves healthy and prevent occupational injuries. The department will also look to expand and improve its current inventory of exercise equipment and machines with grant funding from the West Suburban Health Group.</p>						
Spending Request Recap						
Description	Base Request DSR2	Additional Request DSR4			Total	
Personnel	5,995,891				5,995,891	
Expenses	240,683				240,683	
Operating Capital	0				0	
<b>Total Operating Request</b>	<b>6,236,574</b>				<b>6,236,574</b>	
Special Financial Warrant Articles?	YES		NO	X	How Many?	

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2										
Department					FIRE					
Object					Description			Amount		
DSR2A										
Personnel	FY 2010			FY 2011			FY 2012			
	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)	
	74	0	74	74	0	74	74	0	74	
Do the FTE totals above include seasonal and temporary positions included under line 3 (see below)?							Yes		No	
1. Salary and Wage Permanent Positions.								5,273,401		
2. Other Salary and Wage Expenses for Permanent Positions – (Itemized Below)										
a.	Fire In-Service Training							212,040		
b.	Fire Civilian Dispatch Holiday Worked							2,966		
c.	Working Out-of-Grade							8,249		
d.	Administrative Office Coverage							1,333		
e.	Director, Emergency Management Stipend							2,000		
f.	Ass't Director, Emergency Management Stipend							1,500		
Sub Total 2								228,088		
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.										
b.										
c.										
d.										
e.										
f.										
Sub Total 3								0		
4. Salary and Wage Overtime (Itemized Below)										
a.	Fire Overtime (Units A & C) <b>***Please note: In order to cover all Vacation and Personal days in Units A &amp; C (Administration, Protection and Prevention), we will need approximately \$602,491. In addition, based on experience from previous years, we will need approximately \$108,000 – \$125,000 for NOSL, Mutual Aid, callbacks, holdovers, storm coverage, EMS meetings, mechanics, etc. Thereby, the total amount needed for Units A &amp; C is close to \$727,491, a deficit of \$282,491.</b>							445,000		
b.	Fire Alarm Overtime (Unit B)							10,000		
c.	Fire Civilian Dispatch Overtime							39,402		
d.										
e.										
f.										
Sub Total 4								494,402		
5. Total Salary and Wages (1+2+3+4)								5,995,891		
DSR2B										
Object					Description			Amount		
Energy										
Repairs & Maintenance Services					Copier maintenance contract (\$546) Repair/maintain FF equipment			48,018		

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	FIRE	
Object	Description	Amount
	including, but not limited to: testing of self-contained breathing apparatus, air compressor maintenance contract, annual testing of CO monitors, recharge fire extinguishers, and small equipment repairs (\$5,777) Vehicle inspections (\$5,184) Outside vehicle repairs including, but not limited to: towing/service calls, motor, chassis, brake, body pump/aerial and electrical repairs, as well as scheduled maintenance (\$26,547) Radio maintenance contract (\$3,696) Repair all radios (\$1,800) Defibrillator maintenance contract (\$4,468)	
Rental & Leases	Acetylene tank rental (\$72) AmbuPro Software License/User fee (\$4,410) Swiftreach Emergency Notification Software/License User fee (\$8,042)	12,524
Other Property Related Services		
Professional & Technical Services	Regional Shared HazMat Vehicle (\$1,000) Monthly MetroFire, MA Chiefs' Norfolk County Chiefs', Monthly Fire Prevention meetings (\$1,350) MMA Annual Conference, MA Fire Chiefs' Annual Conference, Fire Prevention Annual Conference, Fire Alarm conferences (\$920) Tailoring (\$375) Medical oxygen (\$1,400) EMT/Paramedic Refresher training Course (\$6,600) Fire Alarm licenses (\$195) Police details (\$250) Instructor's fees (\$4,500)	16,590
Communications	All wireless communications (\$4,600) All phones/repeater lines (\$3,100) Postage (\$200)	7,900
Recreational & Cultural Services		
Other Purchased Services		

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	FIRE	
Object	Description	Amount
Office Supplies	Including, but not limited to: stationary, envelopes, copy paper, pens, pencils, paper clips, file folders, etc. (\$3,800)	3,800
Building & Equipment Supplies		
Custodial Supplies		
Grounds Keeping Supplies	Flowers, mulch, fertilizer for both stations (\$300)	300
Vehicular Supplies	Fuel (regular, diesel, additives) (\$35,798) Vehicle parts and supplies including, but not limited to: fluids, mechanical parts, electrical components including lighting, and general maintenance supplies (\$18,000)	53,798
Food and Service Supplies	Meeting refreshments (\$315)	315
Medical Supplies	Medical supplies including, but not limited to: cervical collars, splints, suction units, laryngoscopes, forceps, masks, gloves, nasal cannulas, nebulizers, saline, syringes, sharps, epi-pen, masks, sanitizers, electrodes, and bandages (\$25,249)	25,249
Public Works Supplies		
Other Supplies & Equipment	FF supplies including, but not limited to: hose, nozzles, adapters, tools, batteries, CO meters, SCBA accessories, etc. (\$25,128) All uniforms including, but not limited to: pants, shirts, sweatshirts, hats, gloves, badges, dress uniforms, hitch gear and work boots (\$27,167) NFPA codes on-line (\$834) Fire Prevention supplies (\$500) Educational supplies (\$1,425) Fire Alarm supplies (\$3,500) Emg Mgt supplies (\$200)	58,754
Governmental Charges	Ambulance license (\$1,000) Food and Drug license (\$300) EMT/Paramedic State recertification (\$3,000) Promotional exam fees (\$3,000)	7,300
Travel & Mileage	Mileage, hotels, parking and tolls for all meetings (\$2,400)	2,400
Dues & Subscriptions	MA Fire Chiefs (\$400) Norfolk County Fire Chiefs (\$250) IAFC (\$210) NFPA (\$150)	3,735

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	FIRE	
Object	Description	Amount
	Fire Prevention Assoc (\$80) MetroFire (\$2,500) HazMat Team (\$75) IMSA (\$70)	
6. Total Expenses		240,683
DSR2C		
Capital Equipment Replacement		
7. Total Operating Budget Capital		
8. Total Base Request (Line 5 + Line 6 + Line 7)		6,236,574

Fiscal Year 2012 Proposed Budget

Department Information						
DSR1						
Department		Building Inspector				
Operational Considerations						
<p>The Building Department provides effective customer service through its review of all building, electrical, plumbing, gas, and sign applications. The department continues to issue permits and make necessary inspections in a timely manner. Department staff performs all requested inspections of structures undergoing construction. In addition, department staff inspects places of public assembly, required by applicable Massachusetts code and regulation. Also, issues certificates of occupancies for all building permits when work is complete and all inspected work is in compliance with applicable regulation or code.</p> <p>Continues to adjust and seal devices used in weighing and measuring goods sold to the public. Investigates complaints filed with the office. Enforces state and national public safety codes and Town By-Laws. Department staff works with town departments involved with planning future development in town. The Building Department continues enhancing information on the town web page and handouts designed to assist its customers. Despite the nation's struggling economy, last fiscal year Needham property owners reported they spent over 83 million dollars to construct and remodel 925.5 thousand square feet to buildings and structures. This averages, per month, to 6.9 million dollars and 77 thousand square feet Increase in expenditures result from: uniform rental rate increase \$1.00 per week=\$53.00; registration fee increase for education seminars =\$60.00; Mileage &amp; lodging increase=\$300.00, mileage increase due to town vehicles aging and in need of more frequent repairs, resulting in Insp. use of personal vehicle; &amp; lodging increase due to conference rates increase. Total expenditure increase request is \$413.00; Salary increases contracted.</p>						
Performance Factors						
<p>Number of permits issued for fiscal years: 2008/3,836; 2009/3,630; 2010/3,281. Our Staff performed more than 7,277 inspections last fiscal year. This works out to be 29 inspections per day. In addition, the staff responds to emergency calls from Police &amp; Fire. Fees collected for fiscal years: 2008/\$1,879,969.75; 2009/\$976,720.65; 2010/\$926,840. The building department continues to maintain extensive document information regarding all properties under construction, which in turn, benefits other town department use to fulfill their department functions. In FY 10, 1,268 building permits were issued. Also, in FY 10, 1,131 building permits reached completion. The amount of activity in the building department is a suggestion that the Town of Needham continues to attract building, development, and new business.</p>						
Spending Request Recap						
Description	Base Request DSR2	Additional Request DSR4	Total			
Personnel	452,816	58,101	510,214			
Expenses	16,095	2,500	18,595			
Operating Capital						
Total Operating Request	468,208	60,601	528,809			
Special Financial Warrant Articles?	YES	X	NO	How Many?	1	

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2										
Department				Building Inspector						
Object				Description				Amount		
DSR2A										
Personnel	FY 2010			FY 2011			FY 2012			
	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)	
	7	1	7.3	7	1	7.3	7	1	7.3	
Do the FTE totals above include seasonal and temporary positions included under line 3 (see below)?							Yes		No	x
1. Salary and Wage Permanent Positions.									415,794	
2. Other Salary and Wage Expenses for Permanent Positions – (Itemized Below)										
a.	Sealer of Weights & Measures								12,601	
b.										
c.										
d.										
e.										
f.										
							Sub Total 2		12,601	
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.	Substitute Building, Electric, Plumbing and Gas Inspectors/ coverage during vacations and education meetings.								18,473	
b.										
c.										
d.										
e.										
f.										
							Sub Total 3		18,473	
4. Salary and Wage Overtime (Itemized Below)										
a.	Staff overtime.								5,245	
b.										
c.										
d.										
e.										
f.										
							Sub Total 4		5,245	
5. Total Salary and Wages (1+2+3+4)									452,113	
DSR2B										
Object				Description				Amount		
Energy										
Repairs & Maintenance Services										
Rental & Leases				Unifirst uniforms & copier lease				733		
Other Property Related Services										
Professional & Technical Services				Registration fee/continuing education meetings & seminars				4,298		
Communications				Cell phones, mailings, constable services, mandated state forms				3,869		
Recreational & Cultural Services										

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	Building Inspector	
Object	Description	Amount
Other Purchased Services	Weights & Meas. Annual legal ad	100
Office Supplies	Folders, binders, paper, printing, desk & office supplies, office equipment	4,149
Building & Equipment Supplies		
Custodial Supplies		
Grounds Keeping Supplies		
Vehicular Supplies		
Food and Service Supplies		
Medical Supplies		
Public Works Supplies		
Other Supplies & Equipment		
Governmental Charges		
Travel & Mileage	Mileage, lodging, meals, tolls, parking & transportation for meetings & conferences	2,111
Dues & Subscriptions	Insp. annual dues& updated codebooks	835
<b>6. Total Expenses</b>		<b>16,095</b>
<b>DSR2C</b>		
Capital Equipment Replacement		
<b>7. Total Operating Budget Capital</b>		
<b>8. Total Base Request (Line 5 + Line 6 + Line 7)</b>		<b>468,208</b>

Fiscal Year 2012 Proposed Budget

Performance Improvement Funding Request DSR4				
Department	Building Inspector			
Title	Weights & Measures Increased Hours	Priority	1	
DSR4				
Expenditure Classification	Frequency			Total
	Recurring	One-Time		
Salary and Wage	7,593			7,593
Expenses				
Operating Capital				
Total Request				7,593
Budgetary Considerations		YES	NO	
1. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?		<input type="checkbox"/>	<input checked="" type="checkbox"/>	
2. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?		<input type="checkbox"/>	<input checked="" type="checkbox"/>	
3. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?		<input type="checkbox"/>	<input checked="" type="checkbox"/>	
4. Does the request support activities which produce revenue for the Town?		<input checked="" type="checkbox"/>	<input type="checkbox"/>	
5. If the request is not approved, will Town revenues be negatively impacted?		<input checked="" type="checkbox"/>	<input type="checkbox"/>	
6. Is there an increased exposure for the Town if the request is not approved?		<input checked="" type="checkbox"/>	<input type="checkbox"/>	
7. Is specialized training or licensing required (beyond the initial purchase)?		<input type="checkbox"/>	<input checked="" type="checkbox"/>	
8. If applicable, will the item(s) being replaced be retained by the Town?		<input type="checkbox"/> N/A	<input type="checkbox"/> N/A	
9. Does this request address a documented health or safety issue?		<input type="checkbox"/>	<input checked="" type="checkbox"/>	
<i>All "YES" responses must be explained in the narrative</i>				
Description and Explanation				
<p>It is respectfully requested by the Building Department, to increase the number of hours, for the position of Sealer of Weights and Measures, in an effort to better serve the Town in providing equity in the marketplace.</p> <p>This position is mandated by the State of Massachusetts for the administrative purposes within this Building Department pertaining to, but not limited to:</p> <p>(a) Assure that weights and measures in commercial services within the state are suitable for their intended use, properly installed, and accurate, and are so maintained by their owner or user.</p> <p>(b) Preventing unfair or deceptive dealing by weight or measure in any commodity or service advertised, packaged, sold, or purchased within the state.</p> <p>(c) Encouraging desirable economic growth while protecting the consumer through the adoption by rule of weights and measures requirements necessary to assure equity among buyers and sellers.</p> <p>The Commonwealth of Massachusetts Act of 1998, effective as of 2000 mandated the</p>				

Fiscal Year 2012 Proposed Budget

Performance Improvement Funding Request DSR4			
Department	Building Inspector		
Title	Weights & Measures Increased Hours	Priority	1
<p>testing of all scanners for item pricing. This Act also mandates the Sealer of Weights and Measures to the enforcing of all laws relating to auto body shops and the Motor Fuel Act. This increased the number of facilities requiring weight and measures services. The 9.38 hours a week currently budgeted for this position render it impossible for our Sealer to fulfill all mandated inspections and calibrations pertaining to, but not limited to:</p> <ul style="list-style-type: none"> <li>(1) scales located in commissaries operated by businesses scanning systems in retail stores</li> <li>(2) pre-packaged items sold by weight, offered for sale in retail stores</li> <li>(3) enforcement of laws related to sales of motor oil in retail stores</li> </ul> <p>In addition, with the constant fluctuation of fuel costs, more concerns are expressed by consumers as to the accuracy of the equipment and its calibration precision, i.e. gas station pumps &amp; home heating fuel trucks. This requires the Sealer to frequently re-visit sites in an effort to satisfy consumer concerns.</p> <p>A comparative study of neighboring towns shows the number of hours dedicated to the sealing of weights and measures vary between 20 hours to full time hours per week. Although the Sealer for the Town of Needham is currently positioned at 9.38 hrs. a week, at least 2 hours a week is utilized to processing paperwork and to maintain bookkeeping records. This leaves less time dedicated to site inspections and sealing of devices.</p> <p>It is the request of the Building Department to increase the hours of the Sealer of Weights and Measures from 9.38 hours to 15 hours a week. This increase of 5.62 hours a week will enable the Sealer to perform all duties mandated by the State of Massachusetts Division of Weights and Measures.</p>			

Fiscal Year 2012 Proposed Budget

Performance Improvement Funding Request DSR4			
Department	Building Inspector		
Title	Full Time Building Inspector	Priority	2
DSR4			
Expenditure Classification	Frequency		Total
	Recurring	One-Time	
Salary and Wage	50,508		50,508
Expenses	1,000	1,500	2,500
Operating Capital			
Total Request			53,008
Budgetary Considerations		YES	NO
1. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?		x	
2. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?		x	
3. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?			x
4. Does the request support activities which produce revenue for the Town?		x	
5. If the request is not approved, will Town revenues be negatively impacted?			x
6. Is there an increased exposure for the Town if the request is not approved?		x	
7. Is specialized training or licensing required (beyond the initial purchase)?			x
8. If applicable, will the item(s) being replaced be retained by the Town?		N/A	N/A
9. Does this request address a documented health or safety issue?			x
<i>All "YES" responses must be explained in the narrative</i>			
Description and Explanation			
<p>In its effort of providing excellent customer service, the Building Department respectfully requests to hire a full time Local Building Inspector to benefit the Town by assisting this department with a change to Massachusetts General Law (MGL) Chapter 13, Sheet Metal Permits.</p> <p>Effective February 19, 2011, permit applications to perform sheet metal work in buildings shall be submitted to the local inspector of buildings, who shall grant or deny all such permit applications and who shall perform the related inspections. The fees and fee procedures for local inspections shall be determined by the municipalities. Starting in February of 2011 the local municipality will have to issue a permit prior to any erection, installation, or dismantling of sheet metal work in accordance with 271 CMR 9.02. Any application for a permit shall be made to the inspector before work commences. Until a permit has been issued by the inspector, sheet metal shall not be installed, altered, removed, replaced, or repaired. The CMR does require a separate permit for each building. Submission of a set of construction plans may also be required. Permits shall be issued only to licensed Journeyman and Master Sheet Metal Workers. Inspectors shall insure</p>			

Fiscal Year 2012 Proposed Budget

Performance Improvement Funding Request DSR4			
Department	Building Inspector		
Title	Full Time Building Inspector	Priority	2
<p>that permits are issued only to licensees possessing adequate liability coverage. Inspections include all work sites where a permit is required. The inspector shall act upon the request for inspection of the permit-related sheet metal work, and any portions of existing systems that may be directly affected by the work outlined in the related permit application. The inspection must be performed within two working days upon the inspector's receipt of notification that the work is ready for inspection. New work, and such portions of existing systems that may be directly affected by new work, shall not be covered until it has been authorized by the inspector.</p> <p>In addition, the Local Building Inspector will also devote time in assisting property owners in closing out old permits. Permits often remain open due to the failure of the persons managing the project to schedule all required safety inspections, prior to completing the permitted work. This is usually discovered when a property changes hands, or, when an application comes in for new work. This unexpected discovery always becomes a dilemma to the applicant and extensive staff time needs to be spent to work with the customer providing assistance and direction, along with comforting assurance of success to a situation that appears very overwhelming to them. Having another inspector working in this area frees up the field inspectors (bldg. plg. &amp; elec.) for more daily scheduled inspections. It also enables other inspectors to focus more time to plan review, and daily customer assistance.</p> <p>Also, this position will assist with state mandated annual inspections on places of assembly, i.e. schools, dormitories, restaurants, places of worship, hospital care facilities, childcare facilities, apartment complexes, etc., which are performed by the building inspector. Each of these inspections, with the exception of municipal buildings, is associated with a fee. The new position would be assigned to giving more attention to these safety inspections which in turn would generate more revenue for the Town. And, there is always public exposure when safety concerns have not been met, whether it involves private or public facilities. Finally, an additional inspector will help create an internal process of permit applications from the time of formal office review; through its circulation of other town departments; and to its issuance, enhancing the streamlining permit process. The budgetary considerations include the following: 1. A computer work station, cell phone &amp; Bldg. Insp. continuing education.4. In calendar year 2009, if this sheet metal law were in effect, the Building Department would have issued a minimum of 295 Sheet Metal Permits. The fee collection, based on \$70.00 per permit, would have brought in a minimum\$20,650.00. This new position will help manage this increase in building department activity and services. 6. The increased exposure for the Town if the request is not approved is that the Building Department may struggle to meet requirements such as an inspection must be performed within two working days upon the inspector's receipt of notification that the work is ready for inspection.</p>			

Fiscal Year 2012 Proposed Budget

Department Information DSR1	
Department	<b>Public Works - All General Fund Divisions</b>
<b>Operational Considerations</b>	
<p>The Public Works Department (DPW) is comprised of seven (7) divisions including four main operating divisions (Highway, Parks &amp; Forestry, Water &amp; Sewer and Solid waste &amp; Recycling or the RTS) and three department wide support divisions (Administration, Engineering and Garage). The Department's budget however is contained in 4 separate operating budgets. The service related to solid waste disposal and recycling is contained in the RTS Enterprise Fund Budget. The service related to water supply, treatment and distribution is contained in the Water Enterprise Fund Budget and the service related to sanitary sewage collection and transportation is contained in the Sewer Enterprise Fund Budget.</p> <p>The divisions contained in this General Fund Budget include Administration, Engineering, Garage, Highway, Parks &amp; Forestry and Drains. The Stormwater collection, transportation and disposal functions of the Storm Drain System are actually performed by the Water &amp; Sewer Division. In Needham the Storm Drain System is separate and distinct from the Sewer System. The collection and transportation functions for each are similar in nature but the disposal and/or discharge requirements are quite different.</p> <p>In August 2008 the Mercer Group presented the Town with the final report on the Operations Study of the Department of Public Works. The report identified "Five big DPW Issues" to be addressed. These include the areas of Service Delivery Structure, Management Team Structure, Management Team Organizational Culture, Operations Management and Facilities &amp; Equipment.</p> <p>Several recommendations of the Mercer Report have been initiated and are now permanently incorporated into these operating budgets. The Management Team Structure has been improved by the creation and the hiring of an Assistant Director of Public Works and an Assistant Purchasing Agent/Office manager. This was accomplished with no increase in department staffing. The Assistant Director directly oversees the operations of the Garage, Highway, Parks &amp; Forestry, Water &amp; Sewer and RTS Divisions. The Assistant Purchasing Agent/Office Manager is actively involved with all divisions in the implementation of newly enhanced purchasing procedures developed by the Director of Finance.</p> <p>In the category of Operations Management and of Service Delivery Structure the Department's Capital Improvement Plan (CIP) development has been consolidated under the Engineering Division. This now provides the opportunity for the development of a coordinated and cohesive set of improvement programs for all major infrastructure systems. The Engineering Division staff work cooperatively with each division on the preparation of specific CIP submittals.</p> <p>The Engineering Division inspectional services have been expanded to now include a Civil Engineer position created with the FY 2010 budget to manage the Street Opening Permit Program. This person has been hired and has been serving as the Street Permit inspector and also oversees the Trench Safety Law provisions for the Town. In addition the two Inspectors in the Water &amp; Sewer Division have been permanently situated in the Engineering Division office. The reporting structure transition for these positions will be addressed during the FY2011 budget period.</p> <p>Also in the category of Service Delivery Structure The Department of Public Works and The Public Facilities Department (PFD) Operations Division continue to maintain a strong working</p>	

Fiscal Year 2012 Proposed Budget

Department Information DSR1	
Department	<b>Public Works - All General Fund Divisions</b>
<p>relationship by mutually supporting each others programs where appropriate. Examples abound where work efforts are coordinated or compliment the other. Communications between and amongst the work crews has become a routine occurrence. I anticipate that this alliance will continue to strengthen in future years.</p> <p>In the area of Facilities and Equipment the Town support of the Vehicle and Equipment Replacement Program has remained strong for the fourth consecutive year despite a difficult economy. This has significantly improved the operational reliability of the fleet and has enhanced the productivity of the department.</p> <p>The facilities however continue to be a concern. The completion of the Public Services Administration Building (PSAB) at 500 Dedham Ave is a tremendous accomplishment for the Town. When occupied in the fall of 2011 the poor working environment for all Town staff currently working on the second floor at the 470 Dedham Ave location will finally be resolved. Unfortunately, this will only improve the "office" functions of the DPW. The "operations" functions, the primary business of Public Works, at the DPW still requires attention.</p> <p>The 470 Dedham Ave location, the Lester C. Hollis Public Works Building, constructed in 1960 is now 50 years old and it requires an expansion and major renovations. Internally the heating, electrical, plumbing systems are the original installations and are showing signs of nearing the end of their useful lives. Only the roof system, the underground storage tanks (USTs, both heating oil and fuel storage) and the air conditioning units have been replaced but all between 10 and 20 years ago.</p> <p>The HVAC systems are some of the least efficient of all municipal buildings. The PFD staff is continually making repairs on the piping systems throughout the building. The building is heated by oil. The boiler has undergone several major overhauls. In fact the PFD Director of Operations Chip Laffey has submitted a CIP for the boiler replacement in the 2015-2016 time range. The USTs are approaching the time to consider replacement.</p> <p>In anticipation of addressing the heating oil UST and the boiler replacement the PFD working with the DPW arranged to have the natural gas main extended a lengthy distance to the Dedham Ave site and brought into the 484 Dedham Ave Water Building and the 470 Dedham Ave DPW Building.</p> <p>Externally there are 2 basic issues and each are somewhat related. These are the issues of covered vehicle and equipment storage and Stormwater discharge quality. The covered storage addresses both operational efficiencies and Stormwater quality. An expansion in the form of an infill type enclosed structure for vehicle storage is contemplated. This expansion will eliminate existing paved surface area now exposed to the weather which the EPA classifies as "dirty" for simplicity and converts it to a manageable roof runoff which may facilitate surface or groundwater recharge. Further the "dirty" vehicles now out in the open will no longer be exposed to the rain and snow when not in use.</p> <p>It is also contemplated that smaller supplemental storage structure/s will be required to address smaller pieces of equipment and/or attachments, to replace covered storage lost to accommodate the construction of the PSAB and to provide swing space during the construction.</p> <p>A capital improvement form titled DPW Phase II has been submitted for consideration to be</p>	

Fiscal Year 2012 Proposed Budget

Department Information						
DSR1						
Department		Public Works - All General Fund Divisions				
<p>included in the major facility portion of the CIP. The major component of the package, the expansion and renovation, being requested for the 2015-2016 period has been forecasted to be in the \$10 million cost range and will have to be managed by the PPBC. It will also require an Owners Project Manager (OPM). An interim component, the smaller supplemental storage structure/s, being requested for FY2012 appears to approach the minimum cost threshold which triggers PPBC involvement.</p> <p><b>Drain System-</b> It has been determined to reverse the manner in which the Drains budget is presented. Presently the Drain budget has been presented in the General Operating Budget (GOB) and not the Water Enterprise Fund (WEF) or the Sewer Enterprise Fund (SEF) primarily due to the funding sources. However, the operation, maintenance and repair of the Drain system are performed by the staff of the Water &amp; Sewer Division predominately by the staff servicing the sewer system. To date the amount presented in the General Fund Budget for Drain Salary has been the result of a process allocation and proportioning within the Water Fund and the Sewer Fund with transfers to the General Budget. The FY 2012 budget proposes to keep the water &amp; sewer funds in tact and export the Drain expenses from the General Fund to the Sewer Enterprise Fund.</p> <p>In practice, the Water &amp; Sewer Division staff is a combined division that services all 3 systems (Water, Sewer &amp; Drain). There are staff members dedicated primarily to water, sewer or drain functions and others such as the Construction and Repair group that service all 3 systems as determined by need or by a work plan. In reality the nature of the maintenance and repair of the drain system is virtually identical to work performed with the Sewer System and both differ substantially from work on the Water system. Therefore, the Sewer Fund has been selected to serve as the host Budget for the drain system funding. This will necessitate that the Drain expenses previously in the General Fund be presented in the Sewer Fund. In addition the salary portion of the Water Fund previously allocated will also be presented in the Sewer Fund.</p>						
Performance Factors						
Spending Request Recap						
Description	Base Request DSR2	Additional Request DSR4	Total			
Personnel	3,176,134	267,049	3,443,183			
Expenses	1,224,151	167,550	1,391,701			
Operating Capital	6,700		6,700			
Snow and Ice	400,000		400,000			
<b>Total Operating Request</b>	<b>4,806,985</b>	<b>434,599</b>	<b>5,241,584</b>			
Special Financial Warrant Articles?						
	YES		NO	X	How Many?	

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2										
Department				Public Works - General Fund - All Divisions						
Object				Description			Amount			
DSR2A										
Personnel	FY 2010			FY 2011			FY 2012			
	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)	
						56.3		52	52	
Do the FTE totals above include seasonal and temporary positions included under line 3 (see below)?							Yes		No	
1. Salary and Wage Permanent Positions.								2,975,976		
2. Other Salary and Wage Expenses for Permanent Positions - (Itemized Below)										
a.										
b.										
c.										
d.										
e.										
f.										
							Sub Total 2			
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.										
b.										
c.										
d.										
e.										
f.										
							Sub Total 3		68,261	
4. Salary and Wage Overtime (Itemized Below)										
a.										
b.										
c.										
d.										
e.										
f.										
							Sub Total 4		131,897	
5. Total Salary and Wages (1+2+3+4)									3,176,134	
DSR2B										
Object				Description			Amount			
Energy							69,780			
Repairs & Maintenance Services							90,465			
Rental & Leases							6,900			
Other Property Related Services							489,928			
Professional & Technical Services							16,690			
Communications							17,614			
Recreational & Cultural Services										
Other Purchased Services							6,225			
Office Supplies							11,509			
Building & Equipment Supplies							2,075			

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	Public Works – General Fund – All Divisions	
Object	Description	Amount
Custodial Supplies		650
Grounds Keeping Supplies		70,476
Vehicular Supplies		240,886
Food and Service Supplies		
Medical Supplies		500
Public Works Supplies		154,866
Other Supplies & Equipment		36,121
Governmental Charges		1,778
Travel & Mileage		3,119
Dues & Subscriptions		4,569
6. Total Expenses		1,224,151
DSR2C		
Capital Equipment Replacement		6,700
7. Total Operating Budget Capital		6,700
8. Total Base Request (Line 5 + Line 6 + Line 7)		4,406,985

Fiscal Year 2012 Proposed Budget

Department Information DSR1	
Department	<b>Public Works - Administration</b>
<b>Operational Considerations</b>	
<p>Beginning in FY 2010 and continuing throughout FY2011 the DPW has been working to implement recommendations offered in a management report authored by the Mercer Group. The Mercer Group presented the Town with its Final Report on the Operations Study of the Department of Public Works dated August 2008. The report identified "Five Big DPW Issues" to be addressed. These issues included the areas of Service Delivery Structure, Management Team Structure, Management Team Organizational Culture, Operations Management and Equipment &amp; Facilities. The issue of Management Organizational Structure directly impacts the Administration Division.</p> <p>The recommendation in the Mercer Report included the creation of a new Assistant Director of Public Works position, a restructuring of the administrative group and the creation of an analyst position. Two new positions of Assistant Director and an Assistant Purchasing Agent/Office Manager were established and funded in the FY 2010 budget and have been filled. In conjunction with the Public Facilities Department (PFD) a vacant part time staff position with the responsibilities for the permitting of spaces within public buildings was expanded to a full time position. This position has also been filled, and the person relocated to the second floor DPW main office. The new position provides the ability to both satisfy the permitting functions for the PFD and customer service for the DPW, and allows for providing administrative support to both divisions in exchange for certain administrative support to the PFD by DPW staff. This was done with no increase in DPW staffing, and resulted in the elimination of two existing positions, the Director of Administrative services and a Department Assistant.</p> <p>For the balance of FY2010 and into FY 2011, while the Department was challenged with the task of filling these key positions and implementing the recommendations, other major positions became vacant due to promotion, retirement and resignation. The Assistant Director position was filled by the Water &amp; Sewer Division Superintendent; an Assistant Water &amp; Sewer Superintendent resigned to fill a major department head position at a nearby university; and the esteemed Parks &amp; Forestry Superintendent retired after over 37 years of service to the Town. The two Superintendents' positions have recently been filled. The Assistant Superintendent's position is being held temporarily. This provides an opportunity for the position to be considered for inclusion as part of further administrative restructuring as recommended in the Mercer Report.</p> <p>The filling of the Assistant Purchasing Agent/Office Manager position was timely with the implementation of the enhanced procurement procedures established by the Director of Finance. The management and departmental oversight of this more comprehensive purchasing process has been critical to the ability of the department to perform its duties in a timely manner. The immediate and intermediate goal of this new position is to situate as much of the department's purchasing into a broad based procurement cycle. The long term goal is to have this function be expanded to serve the PFD here in the DPW Building and eventually to serve all of the departments located at the PSAB when the move is made to that building. Looking ahead to that eventuality, it has become apparent that additional administrative support will be needed in this area.</p> <p>The department is seeking to conduct internal studies for the purpose of improving customer service or to control cost. Looking at the role of the Assistant Director's position, numerous areas have been identified where operational efficiencies among the divisions and among</p>	

Fiscal Year 2012 Proposed Budget

Department Information			
DSR1			
Department	Public Works - Administration		
<p>other departments in some cases should be explored. In order to pursue these efficiencies certain data needs to be obtained for analysis. Determining what data is needed and what should be analyzed is the next step to accomplish the analysis. The DPW is looking to develop a program for the capture, organization and analysis of necessary data to conduct these studies.</p> <p>One recommendation in the Mercer Report was the creation of an analyst position. The DPW is exploring the possibility of developing collaboration between the DPW and the PFD administrative staff positions to meet the needs of both departments for purchasing and analyst functions without increasing staff in either department. This structural evaluation will occur over the next several months.</p> <p>Total Expenses has been reduced by a total of \$3,152.</p> <ul style="list-style-type: none"> <li>• The Repairs and Maintenance Services has been increased by \$840 to account for the cost of the service of copiers following the move of DPW to PSAB.</li> <li>• The Rental and leases line will be reduced by \$4,812 due to no longer needing copiers at the DPW building following the move to PSAB.</li> <li>• The Communications line has been increased by \$820 to account for the cell phone for the recently established Assistant Director of Public Works position.</li> </ul>			
Performance Factors			
FY2012 Goals			
<ul style="list-style-type: none"> <li>• Create a database of all good &amp; services contracts incorporating critical information and expiration dates.</li> <li>• Standardize all information for bid documents.</li> <li>• Develop a DPW project tracking form for all capital improvement and operating budget projects.</li> <li>• Coordinate on developing project tracking with other departments on Town-wide projects involving DPW.</li> </ul>			
-			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total
Personnel	443,469		443,469
Expenses	15,020		15,020
Operating Capital			
Total Operating Request	458,489		458,489
Special Financial Warrant Articles?	YES		NO
		X	How Many?

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2									
Department				Public Works - Administration					
Object				Description				Amount	
DSR2A									
Personnel	FY 2010			FY 2011			FY 2012		
	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)
	6		6.0	6		6.0		6	6.0
Do the FTE totals above include seasonal and temporary positions included under line 3 (see below)?							Yes	No	X
1. Salary and Wage Permanent Positions.							434,114		
2. Other Salary and Wage Expenses for Permanent Positions – (Itemized Below)									
a.									
b.									
c.									
d.									
e.									
f.									
							Sub Total 2	434,114	
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.									
b.									
c.									
d.									
e.									
f.									
							Sub Total 3	0	
4. Salary and Wage Overtime (Itemized Below)									
a.	Administrative overtime – special projects							9,355	
b.									
c.									
d.									
e.									
f.									
							Sub Total 4	9,355	
5. Total Salary and Wages (1+2+3+4)							443,469		
DSR2B									
Object				Description				Amount	
Energy									
Repairs & Maintenance Services				Copiers (2,400) Printer repairs (260)				2,660	
Rental & Leases				Copier rental					
Other Property Related Services									
Professional & Technical Services				Trainings & seminars – conference, seminars & workshop registration fees				1,275	
Communications				Telephones (875) Dir. & Asst. Dir. cell phones (1,800) Printing (560)				3,235	

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	Public Works - Administration	
Object	Description	Amount
Recreational & Cultural Services		
Other Purchased Services		
Office Supplies	Standard office supplies (3,800) Business machine supplies (1,200)	5,000
Building & Equipment Supplies		
Custodial Supplies		
Grounds Keeping Supplies		
Vehicular Supplies		
Food and Service Supplies		
Medical Supplies		
Public Works Supplies		
Other Supplies & Equipment	Equipment, furnishings & miscellaneous expenses	1,150
Governmental Charges		
Travel & Mileage	Conference, seminar & workshop travel expenses	500
Dues & Subscriptions	Law book supplements - partial funding (1,125) APWA membership (75)	1,200
<b>6. Total Expenses</b>		<b>15,020</b>
<b>DSR2C</b>		
Capital Equipment Replacement		
<b>7. Total Operating Budget Capital</b>		<b>0</b>
<b>8. Total Base Request (Line 5 + Line 6 + Line 7)</b>		<b>458,489</b>

Fiscal Year 2012 Proposed Budget

Department Information DSR1	
Department	<b>Public Works - Engineering</b>
<b>Operational Considerations</b>	
<p>The Engineering Division supports other Public Works divisions' activities, town departments and agencies, and manages most of the Capital Improvement Program for the Department of Public Works. As such, the Engineering Division's operating timelines are pressed to reflect other division's schedules. Engineering review work is mainly mandated by State laws and regulations.</p> <p>Public Works construction inspection services are being consolidated under the Engineering Division. An additional Civil Engineer position was added to oversee the Street Permit program and Trench Safety regulations.</p> <p>The Engineering Division continues to review Chapter 40B developments, subdivisions and site plans according to mandated timetables and provides information and analysis for adjudicatory proceedings to assist in the Town's defense of its actions. Substantial resources have also been spent assisting with municipal building and recreational projects.</p>	
<b>Performance Factors</b>	
<p>Process all Building Permit applications within 3 days of receipt</p> <ul style="list-style-type: none"> <li>- FY2010, 818 applications processed, 818 within 3 days</li> <li>- FY2009, 830 applications processed, 813 with 3 days</li> <li>- FY2008, 720 applications processed, 706 within 3 days</li> </ul> <p>Review Planning Board Site Plan applications and prepare comment letter within 4 weeks of receipt</p> <ul style="list-style-type: none"> <li>- FY2010, 26 applications reviewed, 26 within 4 weeks</li> <li>- FY2009, 23 applications reviewed, 22 within 4 weeks</li> <li>- FY2008, 10 applications reviewed, 9 within 4 weeks</li> </ul> <p>Review Planning Board Subdivision applications and prepare comment letter within 4 weeks of receipt</p> <ul style="list-style-type: none"> <li>- FY2010, 3 applications reviewed, 3 within 4 weeks</li> <li>- FY2009, 8 applications reviewed, 8 within 4 weeks</li> <li>- FY2008, 6 applications reviewed, 5 within 4 weeks</li> </ul> <p>Review Board of Appeals Comprehensive Permit applications (CH. 40B) and prepare comment letter within 3 weeks of receipt</p> <ul style="list-style-type: none"> <li>- FY2010, 0 applications reviewed, 0 within 3 weeks</li> <li>- FY2009, 1 permit reviewed, 1 within 3 weeks</li> <li>- FY2008, 4 permits reviewed, 4 within 3 weeks</li> </ul> <p>Complete traffic counts/studies within 4 weeks of request</p> <ul style="list-style-type: none"> <li>- FY2010, 10 studies completed, 10 within 4 weeks</li> <li>- FY2009, 9 studies completed, 9 within 4 weeks</li> <li>- FY2008, 11 studies completed, 11 within 4 weeks</li> </ul> <p>Prepare Traffic Regulations for Selectmen vote and subsequent newspaper advertising within 4 weeks of recommendation</p> <ul style="list-style-type: none"> <li>- FY2010, 5 regulations approved and enacted, 5 within 4 weeks</li> <li>- FY2009, 10 regulations approved and enacted, 10 within 4 weeks</li> </ul>	

Fiscal Year 2012 Proposed Budget

Department Information DSR1						
Department		<b>Public Works - Engineering</b>				
<ul style="list-style-type: none"> <li>- FY2008, 2 regulations approved and enacted, 2 within 4 weeks</li> </ul> Complete Engineering Work Requests within 4 weeks of request (Does not include studies/analysis) <ul style="list-style-type: none"> <li>- FY2010, 71 work requests completed, 71 within 4 weeks</li> <li>- FY2009, 66 work requests completed, 53 within 4 weeks</li> <li>- FY2008, 52 work requests completed, 42 within 4 weeks</li> </ul> Complete Project Management services for capital projects <ul style="list-style-type: none"> <li>- FY2010, 5 Design projects and 6 Construction projects were completed</li> <li>- FY2009, 9 Design projects and 8 Construction projects were completed</li> <li>- FY2008, 8 Design projects and 2 Construction projects were completed</li> </ul>						
The bottom line expenses budget request of the Engineering Division has been kept at level dollar with the request in the FY 2011 budget. The Public Works Supplies line has been reduced by \$1,110 and the Other Supplies and Equipment line has been increased by \$1,110 to reflect the proper allocation of expenses relating to the Engineering Division's copy machine, toner, and books.						
Spending Request Recap						
Description	Base Request DSR2	Additional Request DSR4			Total	
Personnel	641,849	25,000			676,849	
Expenses	13,535	10,000			23,535	
Operating Capital						
<b>Total Operating Request</b>	<b>655,384</b>	<b>35,000</b>			<b>690,384</b>	
Special Financial Warrant Articles?	YES		NO	X	How Many?	

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2										
Department				Public Works - Engineering						
Object				Description				Amount		
DSR2A										
Personnel	FY 2010			FY 2011			FY 2012			
	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)	
	10		10.0	10		10.0	10		10.0	
Do the FTE totals above include seasonal and temporary positions included under line 3 (see below)?							Yes		No	X
1. Salary and Wage Permanent Positions.								631,760		
2. Other Salary and Wage Expenses for Permanent Positions – (Itemized Below)										
a.										
b.										
c.										
d.										
e.										
f.										
Sub Total 2								631,760		
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.	Temp. Help – Engineering for Public Works								10,089	
b.										
c.										
d.										
e.										
f.										
Sub Total 3								10,089		
4. Salary and Wage Overtime (Itemized Below)										
a.										
b.										
c.										
d.										
e.										
f.										
Sub Total 4										
5. Total Salary and Wages (1+2+3+4)								641,849		
DSR2B										
Object				Description				Amount		
Energy										
Repairs & Maintenance Services				Large Xerox Machine Maint. (300)				1,229		
				Savin Copier Maint. (300)						
				Survey Equipment Maint. (629)						
Rental & Leases										
Other Property Related Services										
Professional & Technical Services				Engineering Consulting (150)				450		
				Meetings and Seminars (300)						
Communications				Cell Phones (2,542)				2,879		
				Legal Advertising (293)						
				Postage (44)						

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	Public Works - Engineering	
Object	Description	Amount
Recreational & Cultural Services		
Other Purchased Services		
Office Supplies	Standard Office Supplies (3,319)	3,319
Building & Equipment Supplies		
Custodial Supplies		
Grounds Keeping Supplies		
Vehicular Supplies		
Food and Service Supplies		
Medical Supplies		
Public Works Supplies	Drafting Supplies (375) Engineering Supplies (350) Surveying Supplies (371)	1,096
Other Supplies & Equipment	Misc. surveying supplies (911) Miscellaneous office supplies (75) Plan size copy paper (350) Large Xerox toner (375) Books and Manuals (385)	2,096
Governmental Charges	Registry of Deeds (578)	578
Travel & Mileage	Travel (969)	969
Dues & Subscriptions	Professional Registrations (350) Membership Dues (350) Periodicals (219)	919
<b>6. Total Expenses</b>		<b>13,535</b>
<b>DSR2C</b>		
Capital Equipment Replacement		
<b>7. Total Operating Budget Capital</b>		
<b>8. Total Base Request (Line 5 + Line 6 + Line 7)</b>		<b>655,384</b>

Fiscal Year 2012 Proposed Budget

Department Information			
DSR1			
Department		Department of Public Works - Garage	
<b>Operational Considerations</b>			
<p>The Garage Division is a support Division for all of the Public Works Departments and also provides support for other Town Departments as needed. The fuel depot on Dedham Ave. is also maintained by the Garage Division.</p> <p>The FY12 Budget amounts have been distributed between the accounts to reflect anticipated spending needs. Within the Vehicular Supplies line the Gasoline and Diesel fuel amount has been increased to reflect actual fuel usage for vehicles charged to the Garage Division. The charts below show diesel and gasoline usage for all vehicles other than RTS diesel and Police for FY 2009 and FY 2010.</p>			
<b>Fiscal Year 2009 Gas Usage in gallons</b>		<b>Fiscal Year 2010 Gas Usage in gallons</b>	
Administration*	354	Administration*	253
Engineering*	2236	Engineering*	1755
Garage*	1127	Garage*	1303
Highway	2084	Highway	1560
Parks and Forestry	2362	Parks and Forestry	2457
RTS	520	RTS	275
Sewer	2777	Sewer	2356
Water	6849	Water	8366
Assessors*	186	Assessors*	167
Board of Health*	83	Board of Health*	60
Building*	1386	Building*	1480
Council on Aging	1106	Council on Aging	1246
Fire	2258	Fire	2357
Needham Housing Authority*	3168	Needham Housing Authority*	3994
Public Facilities	6088	Public Facilities	6888
<b>Total</b>	<b>32584</b>	<b>Total</b>	<b>34517</b>
*Funding for these agencies, departments, or division is carried in the Garage budget.			
<b>Fiscal Year 2009 Diesel Fuel Usage in gallons</b>		<b>Fiscal Year 2010 Diesel Fuel Usage in gallons</b>	
Garage	444	Garage	336
Highway	15915	Highway	11946
Parks and Forestry	9904	Parks and Forestry	10764
Public Facilities	34	Drains	788
RTS (misc)	340	RTS (misc)	140
Sewer	5137	Sewer	5280
Water	4846	Water	11248
Fire	6585	Fire	6955
Needham Housing Authority (misc)	14	Needham Housing Authority (misc)	8
School Department	1449	School Department	1703
<b>Total</b>	<b>44668</b>	<b>Total</b>	<b>49168</b>

Fiscal Year 2012 Proposed Budget

Department Information DSR1						
Department		Department of Public Works - Garage				
Performance Factors						
<ul style="list-style-type: none"> <li>• Currently the Garage Personnel are responsible for the maintenance and service on nearly 400 vehicles and pieces of equipment and strive to minimize vehicle and equipment out-of-service time (downtime).</li> <li>• Perform scheduled preventive maintenance on vehicles and equipment every 300 to 400 gallons of fuel used.</li> <li>• Provide timely setup of seasonal equipment based upon Divisional activity.</li> <li>• Perform vehicle safety pre-inspections on large trucks and equipment by the first of November.</li> <li>• Have leaf collection equipment prepared and ready for use by the first of October.</li> <li>• Have snow &amp; ice equipment (8 slide-in material spreaders, 8 sidewalk tractors) readied, installed and tested by November 1<sup>st</sup>.</li> <li>• Have material spreader removed from trucks and trucks ready for normal use by the first of May.</li> </ul>						
Spending Request Recap						
Description	Base Request DSR2	Additional Request DSR4			Total	
Personnel	303,456				303,456	
Expenses	189,897				189,897	
Operating Capital						
Total Operating Request	493,353				493,353	
Special Financial Warrant Articles?	YES		NO	X	How Many?	

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2										
Department			Department of Public Works - Garage							
Object			Description				Amount			
DSR2A										
Personnel	FY 2010			FY 2011			FY 2012			
	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	0	5	5	0	5	5	0	5	
Do the FTE totals above include seasonal and temporary positions included under line 3 (see below)?							Yes		No	X
1. Salary and Wage Permanent Positions.							289,114			
2. Other Salary and Wage Expenses for Permanent Positions – (Itemized Below)										
a.										
b.										
c.										
d.										
e.										
f.										
							Sub Total 2			
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.										
b.										
c.										
d.										
e.										
f.										
							Sub Total 3			
4. Salary and Wage Overtime (Itemized Below)										
a.	Scheduled Overtime							14,342		
b.										
c.										
d.										
e.										
f.										
							Sub Total 4			
5. Total Salary and Wages (1+2+3+4)							303,456			
DSR2B										
Object			Description				Amount			
Energy										
Repairs & Maintenance Services			Tire Repairs and mountings		1,200		13,650			
			Heavy Suspension Repairs		4,500					
			Body Work and Painting		3,950					
			Equipment Repairs		3,000					
			Machine Shop Work		1,000					
Rental & Leases			Uniforms		1,700		4,700			
			Welding Gas Cylinders		500					
			Software License & Agreements		2,500					
Other Property Related Services										

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	Department of Public Works - Garage	
Object	Description	Amount
Professional & Technical Services	Training Seminars 1,000 Vehicle Systems Support or Trouble Shooting Assistance 500	1,500
Communications	Legal Advertisements 200 Two-Way Radio System Repairs 1,000 Telephone Charges 800 Postage 50	2,050
Recreational & Cultural Services		
Other Purchased Services	Inspection Stickers – Vehicle emission testing & Safety Inspection Services	3,100
Office Supplies	Files & Folders, Paper , Photocopying Supplies, Pens, etc.	1,000
Building & Equipment Supplies	Engine testing equipment and shop tools	1,725
Custodial Supplies		
Grounds Keeping Supplies		
Vehicular Supplies	Vehicle & Equipment Repair Parts – Brakes, Belts, Hoses, Lighting 101,005 Batteries 2,000 Tires 9,000 Gasoline & Diesel Fuel 29,627	141,632
Food and Service Supplies		
Medical Supplies		
Public Works Supplies	Steel, Lumber, Welding Supplies, Hardware & Fasteners, Tools	11,070
Other Supplies & Equipment	Clothing Allowance for Mechanics 1,520 Safety Supplies – First Aid Supplies, Gloves, Ear & eye Protection 1,600 Two-Way Radio Supplies, Batteries, Antennas, Cables, etc. 3,700 License Renewals 200 Other Unclassified Items 200	7,220
Governmental Charges		
Travel & Mileage	Turnpike Tolls 50 Reimbursement for Work Related Trans. & Travel Expenses 1,500	1,550
Dues & Subscriptions	Professional & Technical Organizations Dues & Memberships	700
<b>6. Total Expenses</b>		<b>189,897</b>
<b>DSR2C</b>		
Capital Equipment Replacement		
<b>7. Total Operating Budget Capital</b>		
<b>8. Total Base Request (Line 5 + Line 6 + Line 7)</b>		<b>493,353</b>

Fiscal Year 2012 Proposed Budget

**Department Information  
DSR1**

<b>Department</b>	<b>Department of Public Works – Highway/Traffic</b>
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**Operational Considerations**

The Highway Division could receive funding from Federal, State and Local funding programs. There are 4 main sources of funding for road maintenance & improvement. These are Federal/ State Transportation funds, the State Chapter-90 program, the Town Capital Improvement Program (CIP) and the Highway Operating Budget. In addition Town utility projects may contain roadway repair funding to restore the roadway one year after the utility work is complete.

The State has several types of funding opportunities including grants, capital projects and Chapter 90 funding. Chapter 90 funding is a State program that distributes funds annually to cities and towns in the Commonwealth. Needham has received \$556,921 in FY2006, \$556,035 in FY2007, \$694,876 in FY2008, \$695,922 in FY2009, \$695,374 in FY2010 and \$713,988 in FY2011. As of July 1, 2010 the Chapter 90 uncommitted balance is \$1,939,096.

Over the past several years Capital Funding for Street Resurfacing, Sidewalk Repair and other stand alone roadway programs have been incorporated into a single Capital Improvement Program titled "Roadway Infrastructure Program". This program includes possible funding for Street Resurfacing (asphalt paving), Traffic Signal & Intersection Improvements, Sidewalk Repair & Resurfacing for School Walking Routes and non-School Walking Routes, Storm Drain Capacity Improvements and Brook and Culvert Cleaning. The CIP has provided \$500,000 in FY2004, \$135,000 in FY2005, \$791,000 in FY2006, \$900,000 in FY2007, \$1,000,000 in FY2008, \$820,000 in FY2009, \$875,000 in FY2010 and \$1,236,300 in FY2011.

The table below breaks down the expenditures in the various spending categories and the various funding sources for the Roadway Infrastructure Program.

FY09 Expenditures	Roadway Chapter -90 Capital	Highway Operating	Chestnut St State Grant	Utility Projects	Category Totals	
Asphalt Paving, Asphalt Curb, Drainage & Castings	\$500,000	\$428,296	\$152,609	\$500,000	\$239,362	<b>\$1,820,267</b>
Sidewalk, Curbing, Drainage & Handicap Ramps	\$179,893	\$374,562	\$ 23,000	\$237,859		<b>\$ 815,314</b>
Micro Surfacing			\$119,799			<b>\$ 119,799</b>
Chip Seal (double)			\$103,736			<b>\$ 103,736</b>
Crack Seal			\$ 42,050			<b>\$ 42,050</b>
Traffic Signal /Intersection Improvements		\$370,565		\$500,000		<b>\$ 870,565</b>
Design and Engineering of Chestnut Street	<u>\$158,271</u>					<b>\$ 158,271</b>
	\$838,164	\$1,173,423	\$441,184	\$1,237,859	\$239,362	<b>\$3,930,002</b>
FY10 Expenditures	Roadway Chapter -90Capital	Highway Operating	Chestnut St State Grant	Utility Projects	Category Totals	
Asphalt Paving /Resurfacing/asphalt curb	\$561,686	\$245,108	\$304,611	\$550,000		<b>\$1,661,405</b>
Sidewalk, Curbing & Handicap Ramps & Shoulder	\$286,006	\$402,642		\$586,066		<b>\$1,274,714</b>
Micro surfacing			\$67,702			<b>\$ 67,702</b>
Chip Seal (double)						<b>\$ 0</b>
Crack Seal			\$ 44,500			<b>\$ 44,500</b>
Traffic Signal /Intersection Improvements		<u>\$ 33,311</u>				<b>\$ 33,311</b>
	\$847,692	\$681,061	\$446,813	\$1,136,066		<b>\$3,081,632</b>

The proposed increases to the Highway Operating Budget in FY12 to provide level services are based on contract increases, regulatory changes and new service requests from the Traffic Management Advisory Committee and Town Departments.

Fiscal Year 2012 Proposed Budget

Department Information DSR1	
Department	Department of Public Works – Highway/Traffic
<p>Electricity for Traffic Signals increased \$ 6,603; the FY12 line item calculation is FY10 KWH's x \$.21 plus 20% due to an estimated increase in KWH's required to power four new traffic signals. The new traffic signals are Central Avenue @ Charles River Street, Chestnut Street @ South Street, Chestnut Street @ High Rock Street and Chestnut Street @ School Street. (Budget Increase)</p>	
<p>Roadway Markings increased \$5,000 to reflect the actual cost due to increased regulatory requirements (single center lines are now double) and additional pavement marking requests from the TMAC and Town Departments. (Budget Increase Request)</p>	
<p>Specialty Signs increased \$1,050. This increase is being funded by a shift in funding from Equipment Rental of \$1,050.</p>	
<p>Traffic Signal Maintenance increased 20% or \$3,000 to account for four additional traffic signals. (Budget Increase Request)</p>	
<p>Asphalt Paving increased 2.9% or \$5,560, Road Surface Treatments increased 5.5% or \$5,005, Crack Seal increased 3.5% or \$2,035 under current DPW Service Contracts.</p>	
<p>Funding for Plow Damage, Bridge Repair and Shoulder Repair was eliminated in the FY11 budget.(Budget Reduction - \$20,850)</p>	
<p>Testing &amp; Core Samples increased \$2,750 transferred from Plant Inspection \$2,750.</p>	
<p>Fuel was reduced \$1,102; the FY12 line item calculation is the average fuel consumption times the price per gallon. (Budget reduction - \$1,102)</p>	
<p>Traffic Signs increased \$4,000 shifted from Traffic Signal Supplies.</p>	
<p>Traffic Marking paint increased \$1,000 by reducing Traffic Signal Supplies by \$1,000.</p>	
<p>Needham implemented a computerized Road Surface Management System in 1998. The DPW staff performs a windshield survey every about every two years to evaluate the 123 miles of roadway. The system rates each segment of roadway with a rating between 0 and 100 know as the pavement condition index (PCI). The system provides Needham with several very useful reports. One basic report is the Town wide average PCI. The average PCI was 62 in 2002 and 78 in 2009.</p>	
<p>Needham is responsible for 160 miles of sidewalk of which 52 miles are designated as School Walking Routes. The Town clears snow from sidewalks and allocates the majority of its sidewalk repair and resurfacing funding to school walking routes. Of the 160 miles of sidewalk about 70 miles is in fair to poor condition and does not comply with ADA or AAB laws and regulations or Town Standards. At current inventory and funding levels the 70 miles of sidewalk repair work is estimated remain near current levels. It may be necessary to consider abandonment of some non-School Walking Routes sidewalks in order to reduce the overall inventory of sidewalks.</p>	
<p><b>Snow and Ice:</b></p>	

Department Information DSR1		
Department	Department of Public Works – Highway/Traffic	
<p>In 1996 the Sidewalk Plowing Program was reviewed by the Interagency Committee. The Committee concluded that the sidewalk plow program required redesign. The DPW working with the Committee recommended the following.</p> <ol style="list-style-type: none"> <li>1) Maintain the sidewalk miles plowed at about 52 miles. If sidewalk is added to the program sidewalk should be removed to maintain the total sidewalk plowed at about 52 miles.</li> <li>2) All 52 miles of sidewalk that are plowed by the Town should be in reasonable walking condition within five days after a snow fall of up to 2 feet from a single event or back to back events.</li> <li>3) Create 4 routes from a 5 route sidewalk plow plan</li> <li>4) Purchase 4 new tracked sidewalk plow units (bombardiers) which are design to plow a path even through very deep snow banks to complement the existing 5 wheeled sidewalk units. The wheeled snow plow units have snow blower attachments. The program would increase the sidewalk snow plow units from 5 to 9 units. One wheeled unit would be required as a spare.</li> <li>5) One tracked sidewalk plow unit and one wheeled sidewalk plow unit (Trackless) with a snow blower attachment will be assigned to each of the four routes. During back to back snow events or a deep snow fall the tracked unit would traverse through the plow route to provide a rough opening. The wheeled units using snow blowers will blow the snow out of the pathway to improve walking conditions.</li> </ol> <p>In 2006 the manufacturer of tracked sidewalk snow plows introduced a snow blower attachment. The DPW is piloting a program with its 2 tracked sidewalk plow units (bombardiers) that have snow blower attachments. If successful the DPW could reduce the overall sidewalk snow plow units from 9 to 7 machines and reduce the operational staff from 8 to 6.</p> <p>The DPW continues to incorporate liquid anti-icing / de-icing agents into its snow and ice chemical program to improve roadway conditions faster. The DPW has modified its truck specifications to accommodate for the increased load requirement and is purchasing specialized attachments to dispense the liquids on demand.</p> <p>The DPW is recommending the purchase of a Gradall in its Specialty Equipment Capital Program in FY13. In order to maximize the full potential of this equipment the DPW is also recommending consideration of three additional employees in the Highway Division and an increase in material purchases for asphalt, concrete and curbing and incidentals. The three additional staff would create a full time construction crew that would be dedicated to road and sidewalk improvements. (See Highway Division DSR4)</p>		
<b>Performance Factors</b>		
Roadway & Sidewalk Repair Program:	FY09	FY10
Asphalt Paving	17.9 lane miles	12.3 lane miles
Asphalt Curbing	45,600 feet	35,250 feet
Grass Plot	67,200 feet	42,650 feet
Micro Surfacing	6.22 lane miles	3.9 lane miles
Chip Seal (Double)	5.06 lane miles	0 lane miles

Fiscal Year 2012 Proposed Budget

Department Information							
DSR1							
Department		Department of Public Works – Highway/Traffic					
Crack Seal		0 gallons		0 gallons			
Rubberized Crack Seal		3,850 gallons		4,130 gallons			
Granite Curb		8,250 feet		5,100 feet			
Sidewalk		2.9 miles		2.7 miles			
Driveway Aprons Repaired & Adjusted		445		295			
Handicap Ramps		38		54			
Repair & Adjust Large Utility Castings		460		325			
Adjust Small Utility Castings		221		145			
Roadway Pavement Condition index		78					
Spending Request Recap							
Description		Base Request DSR2		Additional Request DSR4		Total	
Personnel		753,837		160,000		913,837	
Expenses		791,878		90,000		881,878	
Operating Capital		0		0		0	
Total Operating Request		1,545,715		250,000		1,795,715	
Special Financial Warrant Articles?	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>	How Many?	<input type="checkbox"/>	

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2										
Department				Department of Public Works – Highway & Traffic						
Object				Description				Amount		
DSR2A										
Personnel	FY 2010			FY 2011			FY 2012			
	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)	
	13	0	13	13	0	13	13		13	
Do the FTE totals above include seasonal and temporary positions included under line 3 (see below)?							Yes		No	X
1. Salary and Wage Permanent Positions.								679,511		
2. Other Salary and Wage Expenses for Permanent Positions – (Itemized Below)										
a.										
b.										
c.										
d.										
<b>Sub Total 2</b>								679,511		
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.										
b.										
c.										
d.										
<b>Sub Total 3</b>										
4. Salary and Wage Overtime (Itemized Below)										
a.	Maintenance of Public Ways								58,961	
b.	Traffic Control								15,365	
c.										
d.										
<b>Sub Total 4</b>								74,326		
<b>5. Total Salary and Wages (1+2+3+4)</b>								<b>753,837</b>		
DSR2B										
Object				Description				Amount		
Energy				Electricity – Traffic Signals	55,746			55,746		
Repairs & Maintenance Services				Roadway Markings	22,167					
				Specialty Signs	2,205					
				Repair & Maintenance for Traffic Signals	17,332			41,704		
Rental & Leases				Equipment Rental	0			0		
Other Property Related Services				Asphalt Paving	197,160					
				Road Surface Treatments	90,600					
				Crack Seal	60,230					
				Sweeping & Disposal	41,410					
				Plow Damage	0					
				Fence & Guardrail	10,500					
				Sidewalk	29,600					
				Curbing	7,500					
				Handicap Ramps	11,300					
				Bridge Repair	0					
Shoulder Repair	150									

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	Department of Public Works – Highway & Traffic	
Object	Description	Amount
	Pothole Repair	12,000
	Police Detail	13,900
	Road Grinding	0
Professional & Technical Services	Plant Inspection	0
	Testing & Core Samples	6,150
	Subdivision Testing	2,150
	Conferences	1,365
Communications	Telephones	500
	Cell Phones	4,700
	Advertising	900
Recreational & Cultural Services		
Other Purchased Services	Public Works Material Processing & Disposal	0
Office Supplies	Standard Office Supplies	1,050
	Copier Supplies & Paper	840
Building & Equipment Supplies		
Custodial Supplies		
Grounds Keeping Supplies		
Vehicular Supplies	Fuel	53,398
Food and Service Supplies		
Medical Supplies		
Public Works Supplies	Asphalt	99,000
	Granite Curbing	5,500
	Masonry Supplies	2,100
	Lumber & Hardware	950
	Seed & Fertilizer	850
	Other Supplies	1,050
	Traffic Signs	15,550
	Traffic Signal Supplies	5,450
	Traffic Marking Paint	1,700
Other Supplies & Equipment	Tools	7,350
	Safety Equipment	5,875
	Clothing Allowance	2,275
	Safety Clothing	700
	License Renewal	200
	Dead Animal Supplies	75
Governmental Charges		
Travel & Mileage		
Dues & Subscriptions	Membership Dues	400
<b>6. Total Expenses</b>		<b>791,878</b>
<b>DSR2C</b>		
Capital Equipment Replacement		
<b>7. Total Operating Budget Capital</b>		
<b>8. Total Base Request (Line 5 + Line 6 + Line 7)</b>		<b>1,545,715</b>

Fiscal Year 2012 Proposed Budget

Department Information DSR1	
Department	Public Works – Parks and Forestry
Operational Considerations	
<p>The Division receives up to 300 work requests annually. The majority of these requests are Forestry related. Besides responding to these requests, Forestry works on scheduling regular programs of tree pruning, planting and removal and roadside brush control. The ability to maintain the public shade trees and respond to potential issues in a timely manner is important in reducing the Town’s exposure to liability.</p> <p>Each April the staff goes to a School and celebrates Arbor Day with the children. Trees are planted and seedlings are given out. Having this annual Arbor Day program along with a regular tree maintenance program has enabled Needham to be recognized Nationally as a “Tree City USA”.</p> <p>The new natural grass fields and ball diamonds infields will have expanded maintenance programs to keep them in top condition. These programs have been partially implemented. As is outlined in the Organic Program DSR-4 additional fertilizer is needed to protect our return on investment with our new sand based turf fields. The sand based fields were constructed in order to drain quickly and allow for athletic activities to resume safely following rain events. One drawback to sand based fields are their limited nutrient holding capacities. As a result these fields will need to be fed more often than their soil based counterparts to provide adequate nutritional needs. Currently these fields have shallow weak roots. Much of the turf is thin and chlorotic. This has in turn led to both grassy and broadleaf weed infestations. These weak plants are showing signs of susceptibility to turf grass pests, such as the Japanese beetle grub.</p> <p>The increased funding request of \$1,125 in the Other Purchased Services line of the DSR-2 reflects the need to subcontract a licensed pesticide applicator, in compliance with all Department of Agriculture regulations to provide one pesticide application. This application could cover both grassy and broadleaf weeds and insect pests. This application would be best planned following release of school in early summertime. Products to be sprayed are not only safe but non toxic to both humans and animals. This application is critical to providing safe playing conditions and reducing the Town’s exposure to liability.</p> <p>The increased funding request of \$10,854 for Groundskeeping Supplies reflects an increase in the amount of seed needed to overseed the fields twice yearly. Also in Groundskeeping supplies, there is an increase of \$8,359 for pesticides. The seed and pesticide requests were inadequate to cover even the athletic fields.</p> <p>Synthetic Field Maintenance started in the Spring of 2009. Field grooming occurs pre-season spring and fall as well as end of season spring and fall.</p> <p>Even with the rainy spring of 2010, and the extremely dry summer, mowing and trimming hours increased. This was expected and was mainly due to the configuration of the new field complexes.</p> <p>The natural sand base turf fields and the synthetic fields have changed the way we approach our program support. Added care and new methods of setup and take down of events like 4<sup>th</sup> of July and High School Graduation have been used to protect the fields. This requires more labor and time by Town staff and understanding by volunteers.</p>	

Fiscal Year 2012 Proposed Budget

Department Information DSR1	
Department	Public Works – Parks and Forestry
<p>As part of the Tercentennial activities, opportunities around town are being explored to create new and/or improve existing planting beds. Some areas are already being worked on by volunteer groups and sustainability is essential. The Landscaping DSR-4 helps to address these and other areas.</p> <p>The budget line item for Vehicular Supplies has been adjusted for FY 2012 to reflect more accurately the actual fuel expenditure by Parks and Forestry. An average number of gallons was used and multiplied by the cost estimate for FY 2012. (10,334 gallons of diesel fuel at \$3.42 per gallon for a total cost of \$35,342 of diesel, and 2,409 gallons of gasoline at a cost of \$3.16 per gallon for a total cost of \$7,614).</p> <p>Governmental charges were increased by \$390 to reflect the actual number of hoisting licenses, CDL licenses, and pesticide certificates and licenses.</p> <p>An additional DSR-4 was submitted for fencing. This fencing request is separate from the capital request. This fencing request will complete the Memorial Park and DeFazio Park fencing needs.</p> <p>*Additional fieldwork is accomplished each year through Park and Recreation Field User Fees. The Parks &amp; Forestry receives a portion of these fees for service and supply expenses related to field maintenance. Salary money cannot be paid from these fees. This revolving fund adds money annually to the budget depending on the number of users.</p> <p>Field Maintenance Fee expended:  FY08 = \$27,578  FY09 = \$16,364  FY10 = \$8,743</p>	
Performance Factors	
<p><b>Forestry</b>  The Division's goals are:</p> <ol style="list-style-type: none"> <li>1. To shorten response time on resident's requests, maintain a scheduled program for tree work and have a tree planting program which plants more trees than are removed within a given year.</li> <li>2. To make improvements in operations by implementing a computer, tree inventory based, program.</li> <li>3. At the present time, both Tree Climber positions are vacant.</li> </ol> <p><b>Parks</b>  The Division's goals are:</p> <ol style="list-style-type: none"> <li>1. Through increased aeration, fertilization, soil-additives and over-seeding, improve the sustainability of all the turf fields.</li> <li>2. Improve the quality of the infield's on the ball diamonds.</li> <li>3. Work to improve the efficiency of mowing crews by rearranging scheduling and improving their equipment.</li> <li>4. Increased training and communication amongst our personnel to better understand and serve our user groups.</li> <li>5. Maintain the new artificial turf and natural turf fields at a high quality.</li> </ol> <p>A total of 29 activities are tracked throughout the year. Below highlights some of the</p>	

Fiscal Year 2012 Proposed Budget

Department Information DSR1	
Department	Public Works – Parks and Forestry
major activities of the division.	
Forestry:	
Tree Removals and Stumping	
FY08 = 50 trees	
FY09 = 45 trees	
FY10 = 50 trees	
Tree Pruning Hours	
FY08 = 2,944 hrs	
FY09 = 2,008 hrs	
FY10 = 2,900	
Roadside Brush Removal and Flail Mowing	
FY08 = 1,056 hrs	
FY09 = 2,216 hrs	
FY10 = 2,666 hrs	
Tree Planting	
FY08 = 100 Arbor Day seedling + 51 trees on streets and parks + nursery: 80 trees	
FY09 = 800 Arbor Day seedling + 54 trees on streets and parks + nursery: 88 trees	
FY10 = 200 Arbor Day seedling + 61 trees on streets and parks + nursery: 52 trees	
Park and Recreation, Memorial Park, School Grounds:	
Athletic Field Acres Fertilized	
FY08 = Cricket Program + 2 applications on other fields (one organic appl. on 24 acres)	
FY09 = Cricket Program + 2 applications	
FY 10 = Cricket Program + 2 applications + 1 application new grass fields	
Athletic Field Acres Aerated	
FY08 = 29.75 acres – (once), 7.25 acres – 4 applications	
FY09 = 21.25 acres – (once), 2.5 acres – 2 applications, 7.5 acres – 4 applications	
FY10 = 12 acres – (once), 27 acres – 3 applications	
Sodding	
FY08 = 16,000 sq ft	
FY09 = 0 sq ft	
FY10 = 0 sq ft	
Overseeding	
FY08 = 12 fields (once)	
FY09 = 2 fields (three) + 2 fields (twice) + 3 fields (once)	
FY10 = 3 fields (once) + 3 fields (twice)	
Diamond Work	
FY08 = 1,998 hrs	
FY09 = 2,024 hrs	
FY10 = 2,474 hrs	
Mowing Hours	
FY08 = 5,076 hrs	
FY09 = 5,616 hrs	
FY10 = 6,066 hrs	

Fiscal Year 2012 Proposed Budget

Department Information DSR1						
Department		Public Works – Parks and Forestry				
Spending Request Recap						
Description	Base Request DSR2	Additional Request DSR4			Total	
Personnel	1,033,523	82,049			1,115,572	
Expenses	213,821	67,550			281,371	
Operating Capital	6,700				6,700	
<b>Total Operating Request</b>						
	1,254,044	149,599			1,403,643	
Special Financial Warrant Articles?						
	YES	X	NO		How Many?	1

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2										
Department				Public Works - Parks and Forestry						
Object				Description				Amount		
DSR2A										
Personnel	FY 2010			FY 2011			FY 2012			
	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)	
	18		18			18	18		18	
Do the FTE totals above include seasonal and temporary positions included under line 3 (see below)?							Yes		No	X
1. Salary and Wage Permanent Positions.							941,477			
2. Other Salary and Wage Expenses for Permanent Positions - (Itemized Below)										
a.										
b.										
c.										
d.										
e.										
f.										
							Sub Total 2		0	
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.	9 Temporary Laborers x 13 weeks							58,172		
b.										
c.										
d.										
e.										
f.										
							Sub Total 3			
4. Salary and Wage Overtime (Itemized Below)										
a.	Tree Work, Tree Planting, Storm Damage							5,618		
b.	Field Maintenance							22,702		
c.	Special Events							1,993		
d.	Rosemary Pool							3,561		
e.										
f.										
							Sub Total 4		33,874	
5. Total Salary and Wages (1+2+3+4)							1,033,523			
DSR2B										
Object				Description				Amount		
Energy				Electric (8,333) Natural Gas (5,701)				14,034		
Repairs & Maintenance Services				Fencing (2,400) Equipment Repair (1,000) Field Renovation and Repair (17,522) Plumbing and Irrigation (6,000) Rosemary Pool Maint. (1,500) Electrical Repair (2,000) Scoreboard Service (800)				31,222		
Rental & Leases				Crowd Control Fencing				2,200		
Other Property Related Services				Tree Removals Contract Work - New Field				15,578		

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	Public Works - Parks and Forestry	
Object	Description	Amount
	Construction	
Professional & Technical Services	Police details (1,150) Professional Seminars & Schooling Fees (1,650) Professional Consulting (1,000)	3,800
Communications	Telecommunications (350) Postage (40) Wireless Communications(2,400) Printing (360) Legal Notices 200	3,350
Recreational & Cultural Services		
Other Purchased Services	Turf Product Applications	3,125
Office Supplies	Paper Products - Office Sundries	300
Building & Equipment Supplies	Light Bulbs Paint Glass Hardware	350
Custodial Supplies	Paper Products Cleaning Supplies	650
Grounds Keeping Supplies	Pesticides (9,359) Trees & Shrubs (4,000) Mulch (500) Tools, Parts & Accessories (4,250) Loam, Sod & Soil Additives (9,063) Marking Lime (400) Irrigation Supplies (2,500) Beach Sand (350) Fertilizer (21,360) Seed (14,504) Infield Mix (3,350) Quick Dry Clay (840)	70,476
Vehicular Supplies	Parts and Supplies (2,200) Diesel (35,342) Gasoline (7,614) Fuel Additive 700)	45,856
Food and Service Supplies		
Medical Supplies	First Aid Supplies	500
Public Works Supplies	Lumber (750) Paint (600) Tools, Parts & Accessories (1,500) Misc. Hardware (2,250) Field Marking Supplies (5,450)	10,550
Other Supplies & Equipment	Clothing, Work & Safety Gear (5,180) Supplies and Equipment (4,000)	9,180
Governmental Charges	Hoisting Licenses (300) CDL Licenses (300) Pesticide Licenses & Certifications	1,200

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	Public Works – Parks and Forestry	
Object	Description	Amount
	(600)	
Travel & Mileage		100
Dues & Subscriptions		1,350
<b>6. Total Expenses</b>		<b>213,821</b>
DSR2C		
Capital Equipment Replacement	Debris Blower	6,700
<b>7. Total Operating Budget Capital</b>		<b>6,700</b>
<b>8. Total Base Request (Line 5 + Line 6 + Line 7)</b>		<b>1,254,044</b>

Fiscal Year 2012 Proposed Budget

Performance Improvement Funding Request DSR4			
Department	Public Works – Parks and Forestry		
Title	New Natural Turf Athletic Fields	Priority	1
DSR4			
Expenditure Classification	Frequency		Total
	Recurring	One-Time	
Salary and Wage			
Expenses	X		20,000
Capital			
Total Request			20,000
Budgetary Considerations		YES	NO
1. Are there additional costs to implement this request that are <b>NOT</b> included in this request?		<input type="checkbox"/>	<input checked="" type="checkbox"/>
2. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?		<input type="checkbox"/>	<input checked="" type="checkbox"/>
3. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?		<input type="checkbox"/>	<input checked="" type="checkbox"/>
4. Does the request support activities which produce revenue for the Town?		<input type="checkbox"/>	<input checked="" type="checkbox"/>
5. If the request is not approved, will Town revenues be negatively impacted?		<input type="checkbox"/>	<input checked="" type="checkbox"/>
6. Is there an increased exposure for the Town if the request is not approved?		<input type="checkbox"/>	<input checked="" type="checkbox"/>
7. Is specialized training or licensing required (beyond the initial purchase)?		<input type="checkbox"/>	<input checked="" type="checkbox"/>
8. If applicable, will the item(s) being replaced be retained by the Town?		<input type="checkbox"/>	<input checked="" type="checkbox"/>
9. Does this request address a documented health or safety issue?		<input type="checkbox"/>	<input checked="" type="checkbox"/>
All "YES" responses must be explained in the narrative			
Description and Explanation			
<p>New field construction at Memorial Park and DeFazio includes two natural grass multi-use fields and three 90ft natural turf diamonds. To maintain the quality of new natural turf fields, the maintenance program needs to be expanded.</p> <p>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 natural turf fields have sand base root zones. These require additional fertilization and soil additives.</p> <p>This request would cover the costs needed for a new organic based program to keep the natural turf fields in good condition.</p>			
<b>Expenses</b>			
Organic Fertilizer			
<b>Grounds Keeping Supplies</b>			<b>20,000</b>

Fiscal Year 2012 Proposed Budget

Performance Improvement Funding Request DSR4				
Department	Public Works – Parks and Forestry			
Title	Memorial Park and DeFazio Complex Fencing	Priority	2	
DSR4				
Expenditure Classification	Frequency		Total	
	Recurring	One-Time		
Salary and Wage				
Expenses		X		17,650
Operating Capital				
Total Request				
Budgetary Considerations			YES	NO
1. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?			<input type="checkbox"/>	<input checked="" type="checkbox"/>
2. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?			<input type="checkbox"/>	<input checked="" type="checkbox"/>
3. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?			<input type="checkbox"/>	<input checked="" type="checkbox"/>
4. Does the request support activities which produce revenue for the Town?			<input type="checkbox"/>	<input checked="" type="checkbox"/>
5. If the request is not approved, will Town revenues be negatively impacted?			<input type="checkbox"/>	<input checked="" type="checkbox"/>
6. Is there an increased exposure for the Town if the request is not approved?			<input type="checkbox"/>	<input checked="" type="checkbox"/>
7. Is specialized training or licensing required (beyond the initial purchase)?			<input type="checkbox"/>	<input checked="" type="checkbox"/>
8. If applicable, will the item(s) being replaced be retained by the Town?			<input type="checkbox"/>	<input checked="" type="checkbox"/>
9. Does this request address a documented health or safety issue?			<input type="checkbox"/>	<input checked="" type="checkbox"/>
<i>All "YES" responses must be explained in the narrative</i>				
Description and Explanation				
This request is to fund the completion of fencing at Memorial Park and DeFazio Field Complex.				
Addition of one bollard at the Pickering entrance to Memorial Park: 1,000				
Perimeter Fencing Removal and Replacement				
behind the new safety net along first base side at Memorial Park: 7,400				
Remove and Replace Fencing along Oakland Ave. and Highland Ave.: 4,850				
Add a new access gate to McLeod Field for field maintenance equipment: 1,800				
Take down old pipe fence and gate at Asa Small – replace with new				
double drive gate – new gate will match remainder of fencing: 2,000				
Reinstall used gate from Asa Small at Dedham Ave. entrance to Warner Field: 600				

Fiscal Year 2012 Proposed Budget

Performance Improvement Funding Request DSR4				
Department	Public Works – Parks and Forestry			
Title	Crowd Control Fencing		Priority	3
DSR4				
Expenditure Classification	Frequency		Total	
	Recurring	One-Time		
Salary and Wage				
Expenses		X	11,400	
Operating Capital				
Total Request				
Budgetary Considerations			YES	NO
1. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?				X
2. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				X
3. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				X
4. Does the request support activities which produce revenue for the Town?				X
5. If the request is not approved, will Town revenues be negatively impacted?				X
6. Is there an increased exposure for the Town if the request is not approved?				X
7. Is specialized training or licensing required (beyond the initial purchase)?				X
8. If applicable, will the item(s) being replaced be retained by the Town?				X
9. Does this request address a documented health or safety issue?				X
<i>All "YES" responses must be explained in the narrative</i>				
Description and Explanation				
<p>Every year the Parks and Forestry Division rents crowd control fencing for special events. The total amount spent annually is at least \$2,200, depending upon the number of special events held in Town. Because of budget constraints, the Town tries to use other means of crowd control that are less effective. If the Parks and Forestry Division owned crowd control fencing, the Town would use the fencing more often and the amount spent would be recouped within five years. The request is for 1,000 linear feet of fencing. This should provide sufficient fencing to support all special events in Town. If funded, the leases and rentals line in the Operating Budget of \$2,200 could be eliminated. The fencing is expected to last at least 20 years.</p>				

Fiscal Year 2012 Proposed Budget

Performance Improvement Funding Request DSR4				
Department	Public Works - Engineering			
Title	Retaking Monumentation of Street Layouts	Priority	4	
DSR4				
Expenditure Classification	Frequency			Total
	Recurring	One-Time		
Salary and Wage	21,000			21,000
Expenses	4,000			4,000
Operating Capital				
Total Request				
Budgetary Considerations		YES	NO	
1. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?		<input type="checkbox"/>	<input checked="" type="checkbox"/>	
2. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?		<input type="checkbox"/>	<input checked="" type="checkbox"/>	
3. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?		<input type="checkbox"/>	<input checked="" type="checkbox"/>	
4. Does the request support activities which produce revenue for the Town?		<input type="checkbox"/>	<input checked="" type="checkbox"/>	
5. If the request is not approved, will Town revenues be negatively impacted?		<input type="checkbox"/>	<input checked="" type="checkbox"/>	
6. Is there an increased exposure for the Town if the request is not approved?		<input type="checkbox"/>	<input checked="" type="checkbox"/>	
7. Is specialized training or licensing required (beyond the initial purchase)?		<input type="checkbox"/>	<input checked="" type="checkbox"/>	
8. If applicable, will the item(s) being replaced be retained by the Town?		<input type="checkbox"/>	<input checked="" type="checkbox"/>	
9. Does this request address a documented health or safety issue?		<input type="checkbox"/>	<input checked="" type="checkbox"/>	
<i>All "YES" responses must be explained in the narrative</i>				
Description and Explanation				
This program is intended to fund the survey and drafting efforts required to determine and record the layout of various streets throughout the Town. Retaking plans and the installation of stone bounds are included in this program..				

Fiscal Year 2012 Proposed Budget

Performance Improvement Funding Request DSR4									
Department	Public Works – Parks and Forestry								
Title	Landscape Beautifications	Priority	5						
DSR4									
Expenditure Classification	Frequency		Total						
	Recurring	One-Time							
Salary and Wage									
Expenses	x		17,000						
Operating Capital									
Total Request			17,000						
Budgetary Considerations		YES	NO						
1.	Are there additional costs to implement this request that are NOT included in this request?		x						
2.	Will the assistance of another department be required to provide support for this request to be implemented?		x						
3.	Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?		x						
4.	Does the request support activities which produce revenue for the Town?		x						
5.	If the request is not approved, will Town revenues be negatively impacted?		x						
6.	Is there an increased exposure for the Town if the request is not approved?		x						
7.	Is specialized training or licensing required (beyond the initial purchase)?		x						
8.	If applicable, will the item(s) being replaced be retained by the Town?		x						
9.	Does this request address a documented health or safety issue?		x						
<i>All "YES" responses must be explained in the narrative</i>									
Description and Explanation									
<p>There are opportunities around town to create new and/or improve existing planting beds. The idea is to have landscaped planting beds, pleasing to the eye, that are sustainable with low maintenance and water requirements. Needham has a great asset in the Memorial Park Gateway Flowerbed. This is a good example of taking an area and enhancing the beauty of the town. It is a large area requiring a high level of maintenance, which is on a volunteer basis. To maintain the quality of this planting bed and others around the Town, an established funded program needs to be in place. Funds would be used to hire a contractor to perform the needed maintenance and purchase plants and supplies. The concept of low maintenance and water requirements would be applied to the planting and as the plants became more sustainable, the program could expand to others areas in town. The planting beds would be maintained at a higher level. The contractor would provide weeding, mulching, pruning, site cleanup and the amount could be reduced as sustainable plants become incorporated into the settings.</p> <p>Expenses</p> <table border="0"> <tr> <td>Repairs and Maintenance</td> <td>9,000</td> </tr> <tr> <td>Groundskeeping Supplies</td> <td>1,500</td> </tr> <tr> <td>Professional and Technical Services</td> <td>6,500</td> </tr> </table>				Repairs and Maintenance	9,000	Groundskeeping Supplies	1,500	Professional and Technical Services	6,500
Repairs and Maintenance	9,000								
Groundskeeping Supplies	1,500								
Professional and Technical Services	6,500								

Fiscal Year 2012 Proposed Budget

Performance Improvement Funding Request DSR4									
Department	Public Works – Parks and Forestry								
Title	School Grounds Staffing	Priority	6						
DSR4									
Expenditure Classification	Frequency		Total						
	Recurring	One-Time							
Salary and Wage	X		82,049						
Expenses	X		1,500						
Operating Capital									
Total Request			83,549						
Budgetary Considerations		YES	NO						
1. Are there additional costs to implement this request (except future year operating costs) that are <b>NOT</b> included in this request?			X						
2. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?			X						
3. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?			X						
4. Does the request support activities which produce revenue for the Town?			X						
5. If the request is not approved, will Town revenues be negatively impacted?			X						
6. Is there an increased exposure for the Town if the request is not approved?			X						
7. Is specialized training or licensing required (beyond the initial purchase)?			X						
8. If applicable, will the item(s) being replaced be retained by the Town?			X						
9. Does this request address a documented health or safety issue?			X						
<i>All "YES" responses must be explained in the narrative</i>									
Description and Explanation									
<p>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. The maintenance expense money was added in FY 2008.</p> <p>The addition of Broad Meadow and Eliot Schools added 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 only adds to the length of time between maintenance.</p> <table border="0" style="width: 100%;"> <tr> <td>Salaries: Working Foreman W - 6</td> <td style="text-align: right;">48,206</td> </tr> <tr> <td>    Laborer W - 2</td> <td style="text-align: right;">33,843</td> </tr> <tr> <td>Expenses: Foreman's, Pest Lic. + Safety &amp; Work Gear</td> <td style="text-align: right;">1,500</td> </tr> </table>				Salaries: Working Foreman W - 6	48,206	Laborer W - 2	33,843	Expenses: Foreman's, Pest Lic. + Safety & Work Gear	1,500
Salaries: Working Foreman W - 6	48,206								
Laborer W - 2	33,843								
Expenses: Foreman's, Pest Lic. + Safety & Work Gear	1,500								

Fiscal Year 2012 Proposed Budget

Performance Improvement Funding Request DSR4				
Department	Public Works - Engineering			
Title	GIS Monument Grid System		Priority	7
DSR4				
Expenditure Classification	Frequency			Total
	Recurring	One-Time		
Salary and Wage	4,000			4,000
Expenses	6,000			6,000
Operating Capital				
Total Request				
Budgetary Considerations			YES	NO
1. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?			<input type="checkbox"/>	<input checked="" type="checkbox"/>
2. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?			<input type="checkbox"/>	<input checked="" type="checkbox"/>
3. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?			<input type="checkbox"/>	<input checked="" type="checkbox"/>
4. Does the request support activities which produce revenue for the Town?			<input type="checkbox"/>	<input checked="" type="checkbox"/>
5. If the request is not approved, will Town revenues be negatively impacted?			<input type="checkbox"/>	<input checked="" type="checkbox"/>
6. Is there an increased exposure for the Town if the request is not approved?			<input type="checkbox"/>	<input checked="" type="checkbox"/>
7. Is specialized training or licensing required (beyond the initial purchase)?			<input type="checkbox"/>	<input checked="" type="checkbox"/>
8. If applicable, will the item(s) being replaced be retained by the Town?			<input type="checkbox"/>	<input checked="" type="checkbox"/>
9. Does this request address a documented health or safety issue?			<input type="checkbox"/>	<input checked="" type="checkbox"/>
<i>All "YES" responses must be explained in the narrative</i>				
Description and Explanation				
<p>This program is intended to develop a system of monuments for the town utilizing its Global Positioning System (GPS) to allow all future construction to be easily tied into the Town's GIS system. Currently, new subdivisions, site plans, road and utility work are not incorporated into the Town's GIS system. Parcel data is input by hand by the Engineering Division and GIS Administrator (IT Dept.) The program would include the purchase and installation of new property monumentation and additional GPS equipment to provide greater coverage throughout the Town.</p>				

Fiscal Year 2012 Proposed Budget

Town of Needham Performance Improvement Funding Request DSR4			
Department	Department of Public Works – Highway & Traffic Controls		
Title	Roadway & Sidewalk Maintenance Program	Priority	8
DSR4			
Expenditure Classification	Frequency		Amount
	Recurring	One-Time	
Salary and Wage	X		160,000
Expenses	X		90,000
Operating Capital			0
Other (explain)			
Total Request			250,000
Budgetary Considerations			YES NO
1. Are there additional costs to implement this request (except future year operating costs) that are <b>NOT</b> included in this request?			X
2. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?			X
3. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?			X
4. Does the request support activities which produce revenue for the Town?			X
5. If the request is not approved, will Town revenues be negatively impacted?			X
6. Is there an increased exposure for the Town if the request is not approved?			X
7. Is specialized training or licensing required (beyond the initial purchase)?			X
8. If applicable, will the item(s) being replaced be retained by the Town?			X
9. Does this request address a documented health or safety issue?			X
All "YES" responses must be explained in the narrative			
Description and Explanation			
<p>This request would provide the necessary staff to form a full time construction crew and purchase the materials required to rehabilitate / reconstruct at least 2 miles of sidewalk including handicap ramps and incidental work each year. In addition to sidewalk improvements the construction crew will make roadways repairs, repair failing trenches, install granite curbing and perform other work annually on a priority basis. Currently the Town pays private contractors about \$35 per foot to reconstruct sidewalks.</p> <p>The Town could make systematic annual improvements that would save hundreds of thousands of dollars over the next twenty years.</p> <p>3 full time field positions and 2 summer help – Highway Division      \$160,000                      Asphalt, Concrete, Curbing, Castings and Incidental Materials      <u>\$90,000</u>  <span style="float: right;">\$250,000</span></p> <p>By funding this program the Town would make measurable improvements in rebuilding its sidewalks.</p>			

Fiscal Year 2012 Proposed Budget

Department Information DSR1S																					
Department	Municipal Parking Program																				
Operational Considerations																					
<p>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's agreement with the T expired in June 2007; negotiations are underway to reach a new agreement. The Town currently pays the MBTA fifty percent of all revenue after taking in the first \$10,120.38 per month. Effective November 2008, the MBTA increased parking rates from \$2 per day to \$4 per day. Revenue associated with this program was \$290,395 in FY04, \$272,714 in FY05, \$269,820 in FY06, \$271,371 in FY07, \$282,793 in FY08, \$337,008 in FY09, and \$384,423 in FY2010.</p> <p>Revenue associated with the business center lots over the past nine years is as follows:</p> <table border="0"> <tr> <td>2001/2002</td> <td>\$16,860</td> <td>2004/2005</td> <td>\$25,585</td> <td>2007/2008</td> <td>\$33,072</td> </tr> <tr> <td>2002/2003</td> <td>\$17,305</td> <td>2005/2006</td> <td>\$28,395</td> <td>2008/2009</td> <td>\$32,995</td> </tr> <tr> <td>2003/2004</td> <td>\$14,360</td> <td>2006/2007</td> <td>\$32,110</td> <td>2009/2010</td> <td>\$32,560</td> </tr> </table> <p>The Municipal Parking Program poses some challenges for the Town over the next several years. Many of the lots are in need of renovation or reconstruction. The Hersey Upper Lot was resurfaced and parking areas restriped two years ago. The Town has also been stymied in its need to optimize methods for collecting revenue at the MBTA lots. The \$4 parking fee has made it inconvenient for some riders to make payment. The Town has been exploring options to provide alternative payment methods, but any such change requires MBTA approval. The MBTA recently rolled out its Park mobile program at the lots for which it manages. Their plan is to implement the plan for non-MBTA managed lots over the next year.</p>				2001/2002	\$16,860	2004/2005	\$25,585	2007/2008	\$33,072	2002/2003	\$17,305	2005/2006	\$28,395	2008/2009	\$32,995	2003/2004	\$14,360	2006/2007	\$32,110	2009/2010	\$32,560
2001/2002	\$16,860	2004/2005	\$25,585	2007/2008	\$33,072																
2002/2003	\$17,305	2005/2006	\$28,395	2008/2009	\$32,995																
2003/2004	\$14,360	2006/2007	\$32,110	2009/2010	\$32,560																
Spending Request Recap																					
Description	Base Request DSR2S	Additional Request DSR4	Total																		
Personnel																					
Expenses																					
Operating Capital																					
Total Operating Request	282,900		282,900																		
Special Financial Warrant Articles?	YES		NO		How Many?																

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail						
DSR2S						
Department		Municipal Parking Program				
DSR2SA						
Staffing: Are the positions shown under section (I) funded in the current year?					Yes	No
<b>I. Salary and Wage Permanent Positions</b>						
	Title	Rate	FTE	Amount		
a.						
b.						
c.						
<b>Sub Total I</b>					0	
<b>II. Seasonal &amp; Temporary Positions and other Salary and Wage Expenses (Itemized Below)</b>						
	Description	Amount				
a.	Collection and Enforcement Personnel	13,900				
b.						
c.						
d.						
e.						
<b>Sub Total II</b>					13,900	
<b>A. Total Salary and Wages (I &amp; II)</b>						
DSR2SB						
	Object	Description	Amount	Amount		
a.	Repairs & Maintenance Services	Maintenance/MBTA	18,500	19,550		
		Maintenance/BC	1,050			
b.	Rentals & Leases	Rent/MBTA	50,000	224,000		
		Additional revenue/MBTA	174,000			
c.	Other Property Related Services	Snow Remove/MBTA	11,500	24,450		
		Sweeping/BC	2,600			
		Landscape Maintenance/BC	6,900			
		Traffic control/BC	3,450			
d.	Travel & Mileage	In-Town mileage reimbursement/MBTA		1,000		
e.						
<b>B. Total Expenses and Operating Capital</b>					269,000	
<b>C. Total Base Request (A + B)</b>					282,900	

Fiscal Year 2012 Proposed Budget

Department Information			
DSR1S			
Department	Municipal Lighting Program		
Operational Considerations			
<p>The Town's contract with Republic Electric for street light maintenance and repair will be in its third year of a maximum 3 year contract term for FY2012 (July 1, 2011 – June 30, 2012). Based on competitive bids, the maintenance unit price will remain at \$1.06 per fixture. The Professional and Technical line item is, therefore, set at \$43,613.64 for FY2012. Other contractual items in the contract include new fixtures and lamps, tags and labels, and street light transfers. We currently have approximately 70 street light transfers remaining to be performed due to utility pole replacements at a cost of about \$14,000 total. Including the cost of funding for 1 new street light in FY2012, the total street light maintenance line item budget is proposed to be set at \$58,000.</p> <p>In FY2011 the Energy (electrical expense) line item was held at a 0% increase from FY2010 due to the energy savings realized by upgrading the street light fixtures from mercury vapor to high pressure sodium (HPS). For FY2012, the energy cost is expected to increase by 3.5 percent. Metered energy cost is expected to be \$0.2100 per KWH, however street light energy costs are set by a flat rate per fixture, considering wattage or lumens and lamp type (incandescent, mercury, or HPS). The total energy line item budget is proposed to be set at 198,000</p> <p>The total proposed Municipal Lighting Program budget reflects the upgrades to the lighting system, new pedestrian scale lighting on Chestnut Street, and favorable maintenance costs resulting in a total proposed budget of \$256,000, an increase of \$2,700 or 1.07 percent above the approved FY2011 budget of \$253,300.</p>			
Spending Request Recap			
Description	Base Request DSR2S	Additional Request DSR4	Total
Personnel			
Expenses			
Operating Capital			
Total Operating Request	256,000		256,000
Special Financial Warrant Articles?	YES	NO	X
			How Many?

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2S					
Department		Municipal Lighting Program			
DSR2SA					
Staffing: Are the positions shown under section (I) funded in the current year?				Yes	No
I. Salary and Wage Permanent Positions					
	Title	Rate	FTE	Amount	
a.					
b.					
c.					
Sub Total I				0	
II. Seasonal & Temporary Positions and other Salary and Wage Expenses (Itemized Below)					
	Description	Amount			
a.					
b.					
c.					
d.					
e.					
Sub Total II					
A. Total Salary and Wages (I & II)				0	
DSR2SB					
	Object	Description	Amount		
a.	Energy	Electricity for Street Lights	198,000		
b.	Repairs & Maintenance Services	Street light Repairs and Replacements	58,000		
c.					
d.					
e.					
B. Total Expenses and Operating Capital				256,000	
C. Total Base Request (A + B)				256,000	

Fiscal Year 2012 Proposed Budget

<b>Department Information DSR1</b>			
<b>Department</b>		<b>Department of Public Facilities</b>	
<b>Operational Considerations</b>			
<p>The Department of Public Facilities consists of two separate divisions, construction and operations. The construction divisions consists of four employees, three full-time and one part-time. The division is responsible for the oversight of larger vertical public construction projects. The construction division also provides clerical and professional support to the PPBC. The operations division is responsible for the day-to-day cleaning and maintenance of the Town's public buildings. The division pays most of the facility support expenses, including utilities, cleaning supplies, and repairs and maintenance. The operations division also oversees contractors hired to due lower cost (usually under \$500,000) building repairs and improvements.</p> <p>The FY2012 budget proposals do not include cost of living adjustment (COLA) increases for employees who are members of the ITWA or the BCTIA or for non-represented employees.</p>			
<b>Performance Factors</b>			
Refer to the individual division budget forms for detailed measures.			
<b>Spending Request Recap</b>			
Description	Base Request DSR2	Additional Request DSR4	Total
Personnel	3,058,620	50,508	3,109,128
Expenses	4,734,492	42,607	4,777,099
Operating Capital			
<b>Total Operating Request</b>	<b>7,793,112</b>	<b>93,115</b>	<b>7,886,227</b>
<b>Special Financial Warrant Articles?</b>	YES	<input type="checkbox"/>	NO
		<input checked="" type="checkbox"/>	How Many?
			<input type="checkbox"/>

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2										
Department				Department of Public Facilities						
Object				Description					Amount	
DSR2A										
Personnel	FY2010			FY2010			FY2011			
	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)	
	57	1	57.8	53	1	53.8	54	1	54.8	
Do the FTE totals above include seasonal and temporary positions included under line 3 (see below)?							Yes		No	
1. Salary and Wage Permanent Positions.									2,752,203	
2. Other Salary and Wage Expenses – (Itemized Below)										
a. Public Facilities Construction									0	
b. Public Facilities Operations									0	
c.										
d.										
e.										
f.										
Sub Total 2									0	
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a. Public Facilities Construction									0	
b. Public Facilities Operations									29,141	
c.										
d.										
e.										
f.										
Sub Total 3									29,141	
4. Salary and Wage Overtime (Itemized Below)										
a. Public Facilities Construction									0	
b. Public Facilities Operations									277,276	
c.										
d.										
e.										
f.										
Sub Total 4									277,276	
5. Total Salary and Wages (1+2+3+4)									3,058,620	
DSR2B										
Object				Description					Amount	
Energy				Public Facilities Construction (0) Public Facilities Operations (2,876,756)					2,876,756	
Repairs & Maintenance Services				Public Facilities Construction (0) Public Facilities Operations (322,222)					322,222	
Rental & Leases				Public Facilities Construction (0) Public Facilities Operations (28,738)					28,738	
Other Property Related Services				Public Facilities Construction (0) Public Facilities Operations (632,323)					632,323	
Professional & Technical Services				Public Facilities Construction (5,700)					48,008	

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	Department of Public Facilities	
Object	Description	Amount
	Public Facilities Operations (42,308)	
Communications	Public Facilities Construction (4,000)	134,894
	Public Facilities Operations (130,894)	
Recreational & Cultural Services	Public Facilities Construction (0)	0
	Public Facilities Operations (0)	
Other Purchased Services	Public Facilities Construction (300)	23,150
	Public Facilities Operations (22,850)	
Office Supplies	Public Facilities Construction (1,000)	4,000
	Public Facilities Operations (3,000)	
Building & Equipment Supplies	Public Facilities Construction (0)	427,197
	Public Facilities Operations (427,197)	
Custodial Supplies	Public Facilities Construction (0)	166,711
	Public Facilities Operations (166,711)	
Grounds Keeping Supplies	Public Facilities Construction (0)	6,259
	Public Facilities Operations (6,259)	
Vehicular Supplies	Public Facilities Construction (0)	34,071
	Public Facilities Operations (34,071)	
Food and Service Supplies	Public Facilities Construction (0)	250
	Public Facilities Operations (250)	
Medical Supplies	Public Facilities Construction (0)	300
	Public Facilities Operations (300)	
Public Works Supplies	Public Facilities Construction (0)	0
	Public Facilities Operations (0)	
Other Supplies & Equipment	Public Facilities Construction (300)	17,218
	Public Facilities Operations (16,918)	
Governmental Charges	Public Facilities Construction (0)	
	Public Facilities Operations (0)	
Travel & Mileage	Public Facilities Construction (5,000)	10,250
	Public Facilities Operations (5,250)	
Dues & Subscriptions	Public Facilities Construction (1,895)	2,145
	Public Facilities Operations (250)	
<b>6. Total Expenses</b>		<b>4,734,492</b>
<b>DSR2C</b>		
Capital Equipment Replacement	Public Facilities Construction (0)	0
	Public Facilities Operations (0)	
<b>7. Total Operating Budget Capital</b>		<b>0</b>
<b>8. Total Base Request (Line 5 + Line 6 + Line 7)</b>		<b>7,793,112</b>

Fiscal Year 2012 Proposed Budget

Department Information DSR1						
Department		Department of Public Facilities - Construction				
Operational Considerations						
<p>The Public Facilities Construction division is working on the construction oversight and preconstruction activities associated with the rebuilding of Town Hall; major repair project at Newman Elementary School and development of a Guaranteed Maximum Price (GMP) with the construction Manager at Risk, Consigli Construction, (this is an MSBA funded project, which includes installation of 32 modular units for interim swing space); and the Pollard Improvements which will allow the Newman School K and Pre-K students to occupy existing modular space at Pollard during the 2011/2012 school year.</p>						
Performance Factors						
<p>The Construction division benchmarks for the coming year include: completion of Town Hall in September 2011, Construction at the Newman School extending from June 2011 thru September 2012, and Pollard Improvements being constructed in summer 2011. Other anticipated projects include removal and replacement of the Pollard Middle School Roof, Study of conditions at the Pollard, Hillside and Mitchell schools for Capital Improvement Plan budgeting, and the selection of a designer for a new Senior Center to be constructed in 2012.</p>						
Spending Request Recap						
Description	Base Request DSR2	Additional Request DSR4			Total	
Personnel	308,671				308,671	
Expenses	18,195				18,195	
Operating Capital						
Total Operating Request	326,866				326,866	
Special Financial Warrant Articles?	YES		NO	X	How Many?	

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2										
Department					Department of Public Facilities - Construction					
Object					Description			Amount		
DSR2A										
Personnel	FY 2010			FY 2011			FY 2012			
	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)	
	3	1	3.8	3	1	3.8	3	1	3.8	
Do the FTE totals above include seasonal and temporary positions included under line 3 (see below)?							Yes		No	N
1. Salary and Wage Permanent Positions.								308,671		
2. Other Salary and Wage Expenses for Permanent Positions – (Itemized Below)										
a.										
b.										
c.										
d.										
e.										
f.										
								Sub Total 2		
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.										
b.										
c.										
d.										
e.										
f.										
								Sub Total 3		
4. Salary and Wage Overtime (Itemized Below)										
a.										
b.										
c.										
d.										
e.										
f.										
								Sub Total 4		
5. Total Salary and Wages (1+2+3+4)								308,671		
DSR2B										
Object					Description			Amount		
Energy										
Repairs & Maintenance Services										
Rental & Leases										
Other Property Related Services										
Professional & Technical Services					PFD Construction (5,700)			5,700		
Communications					PFD Construction (4,000)			4,000		
Recreational & Cultural Services										
Other Purchased Services					PFD Construction (300)			300		
Office Supplies					PFD Construction (1,000)			1,000		
Building & Equipment Supplies										

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	Department of Public Facilities - Construction	
Object	Description	Amount
Custodial Supplies		
Grounds Keeping Supplies		
Vehicular Supplies		
Food and Service Supplies		
Medical Supplies		
Public Works Supplies		
Other Supplies & Equipment	PFD Construction (300)	300
Governmental Charges		
Travel & Mileage	PFD Construction (5,000)	5,000
Dues & Subscriptions	PFD Construction (1,895)	1,895
6. Total Expenses		18,195
DSR2C		
Capital Equipment Replacement		
7. Total Operating Budget Capital		
8. Total Base Request (Line 5 + Line 6 + Line 7)		326,866

Fiscal Year 2012 Proposed Budget

Department Information DSR1	
Department	Department Public Facilities – Operations
Operational Considerations	
<p>The Department has worked to keep operating costs level for FY 12. Some factors, including new building construction, new buildings coming on line, and contract negotiations have had an impact on this years budget request.</p> <p>The Town entered into a new agreement with the Needham Building Custodian and Trades Independent Association in the Fall of 2009. With this new agreement were two cost of living increases, snow pay, sick leave incentive pay and the introduction of an additional step, that have resulted in a slight budget increase. In addition, with the new Town Hall coming online in September 2011, our Department must budget for an additional position to clean the PSAB as the two custodians currently performing the task will be moving back to the Town Hall.</p> <p>The overtime budget is being continued as it was last year. The results of this overtime program have been reduced energy costs, increased cleanliness in the building, and increased comfort for building occupants. This program supports weekly activities including grounds keeping work, snow removal, a custodian to oversee school programming at the High School on weekends, the Sunday custodian at the Library, and a Saturday crew of 3 trades persons and 4 custodians that perform tasks that cannot normally be addressed during normal work hours.</p> <p>The energy budget was derived for all the building except those listed below by taking the three year average of energy consumption. If FY 10 was higher than the average, the energy numbers for FY 10 were used. The Newman school will be operating off of natural gas and electricity, with electricity being the only energy type utilized at the modulars, at the time the budget was drafted information regarding this energy consumption was not yet available, so the Town has continued to budget this school as it has in the past. Additionally, the Town will be coming online with new systems, greater square footage, and anticipated longer operating hours that will increase the load at this building. The new energy types at the Town Hall will be electricity and natural gas.</p> <p>The expenses budget is staying the same as in FY 11 with the exceptions that certain line items have been adjusted to reflect actual spending and the addition of the Town Hall. In FY 11 expenses for the Town Hall were transitioned over to the PSAB and were used to offset the costs of operating the PSAB. The Town Hall will be put online in FY2012, so the \$18,150 of non energy related expenses that were not budgeted in FY 2011 has been added back into the budget. Just as we did last year the Department will carry a \$97,036 energy upgrade fund to fund energy savings building improvements.</p>	
Performance Factors	
<p>The Department has continued in its goals to increase customer satisfaction and improve the maintenance of all Town facilities. During the past year the Department has worked to achieve this goal by implementing a Facilities Maintenance Software suite to facilitate work orders, scheduling, capital planning, and preventative maintenance. This product is increasing the communication between users, administration, and technical personnel. The work order and scheduling modules have been utilized since December 2009, the</p>	

Fiscal Year 2012 Proposed Budget

Department Information DSR1			
Department	Department Public Facilities – Operations		
<p>preventative maintenance module has been utilized since March 2010 and the capital planning module will be fully utilized by Spring of 2011.</p> <p>The Department participated in the 5% energy reduction challenge by providing support to building managers and by tracking energy consumption. The Department purchased energy efficient appliance, conducted two heating controls upgrades, and worked to seal up building envelope issues. The non-weather adjusted results of this challenge indicate that most buildings were able to make a significant reduction in their energy usage. The Department intends on continuing to make changes to improve the efficiency of its buildings and encouraging building users to be more energy conscious.</p> <p>For FY 2011 the Department will attempt to overhaul its permitting regulations and fees. This will help to increase user satisfaction, increase revenue for the program, and will merge existing practices with the new online permitting application.</p>			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total
Personnel	2,749,949	50,508	2,800,457
Expenses	4,716,297	42,607	4,758,904
Operating Capital			
<b>Total Operating Request</b>	<b>7,466,246</b>	<b>93,115</b>	<b>7,559,361</b>
Special Financial Warrant Articles?	YES	<input type="checkbox"/>	NO
		<input checked="" type="checkbox"/>	How Many?

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2										
Department				Department of Public Facilities - Operations						
Object				Description				Amount		
DSR2A										
Personnel	FY 2010			FY 2011			FY 2012			
	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)	
	50	0	50	50	0	50	51	0	51	
Do the FTE totals above include seasonal and temporary positions included under line 3 (see below)?							Yes		No	X
1. Salary and Wage Permanent Positions.										
2. Other Salary and Wage Expenses for Permanent Positions – (Itemized Below)										
a.								2,443,532		
b.										
c.										
d.										
e.										
f.										
<b>Sub Total 2</b>							2,443,532			
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.	Summer Trades Assistant							10,327		
b.	Town Hall Building Monitors							12,960		
c.	COA Building Monitors							1,854		
d.	PSAB Building Monitors							4,000		
e.										
f.										
<b>Sub Total 3</b>							29,141			
4. Salary and Wage Overtime (Itemized Below)										
a.	Saturday Coverage at NHS and Sunday Coverage at Library							16,531		
b.	Snow Program							39,003		
c.	Grounds Keeping							35,515		
d.	Non-Billable Coverage							59,040		
e.	Saturday Program to Support Preventative Maintenance and Upgrades							98,714		
f.	Boiler Inspections							28,473		
<b>Sub Total 4</b>							277,276			
<b>5. Total Salary and Wages (1+2+3+4)</b>							<b>2,749,949</b>			
DSR2B										
Object				Description				Amount		
Energy				Electric (1,906,320) Natural Gas (413,796) Oil (556,640)				2,876,756		
Repairs & Maintenance Services				Alarm and Sprinkler Servicing Door Repairs Elevator Maintenance Extinguisher Service Floor Repair General Repairs Generator Maintenance HVAC Maintenance				322,222		

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	Department of Public Facilities - Operations	
Object	Description	Amount
	Roof Repairs Telephone Maintenance Vehicle Maintenance Window Washing	
Rental & Leases		28,738
Other Property Related Services	Contract Cleaning Pest Control Services Fence Repair Energy Upgrade Fund	632,323
Professional & Technical Services	Environmental General Contract Consulting	42,308
Communications	Hardwire Phones Cellular Phones Network Services for Schools	130,894
Recreational & Cultural Services		
Other Purchased Services	Misc. Construction Services	22,850
Office Supplies		3,000
Building & Equipment Supplies	Electrical Plumbing HVAC Carpentry Glass	427,197
Custodial Supplies		166,711
Grounds Keeping Supplies		6,259
Vehicular Supplies		34,071
Food and Service Supplies		250
Medical Supplies		300
Public Works Supplies		
Other Supplies & Equipment		16,918
Governmental Charges		
Travel & Mileage		5,250
Dues & Subscriptions		250
<b>6. Total Expenses</b>		<b>4,716,297</b>
<b>DSR2C</b>		
Capital Equipment Replacement		0
<b>7. Total Operating Budget Capital</b>		<b>0</b>
<b>8. Total Base Request (Line 5 + Line 6 + Line 7)</b>		
		<b>7,466,246</b>

Fiscal Year 2012 Proposed Budget

Performance Improvement Funding Request DSR4				
Department	Department of Public Facilities – Operations			
Title	Trades Supervisor		Priority	1
DSR4				
Expenditure Classification	Frequency			Total
	Recurring	One-Time		
Salary and Wage	50,508			50,508
Expenses				
Operating Capital				50,508
Total Request				
Budgetary Considerations			YES	NO
1. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?			<input type="checkbox"/>	<input checked="" type="checkbox"/>
2. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?			<input type="checkbox"/>	<input checked="" type="checkbox"/>
3. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?			<input type="checkbox"/>	<input checked="" type="checkbox"/>
4. Does the request support activities which produce revenue for the Town?			<input type="checkbox"/>	<input checked="" type="checkbox"/>
5. If the request is not approved, will Town revenues be negatively impacted?			<input type="checkbox"/>	<input checked="" type="checkbox"/>
6. Is there an increased exposure for the Town if the request is not approved?			<input type="checkbox"/>	<input checked="" type="checkbox"/>
7. Is specialized training or licensing required (beyond the initial purchase)?			<input type="checkbox"/>	<input checked="" type="checkbox"/>
8. If applicable, will the item(s) being replaced be retained by the Town?			<input type="checkbox"/>	<input checked="" type="checkbox"/>
9. Does this request address a documented health or safety issue?			<input type="checkbox"/>	<input checked="" type="checkbox"/>
<i>All "YES" responses must be explained in the narrative</i>				
Description and Explanation				
<p>Under the Supervision of the Director of Facility Operations, assists in the construction, maintenance and repair of all Town Buildings by: planning, scheduling, and assigning tradesmen and craftworkers to construction, maintenance program. Prepare and update the preventative maintenance program; monitor the work order system; maintains maintenance records for all buildings; assist in the procurement process by drafting scopes of service and monitoring work completed; and perform other related work as required.</p>				

Fiscal Year 2012 Proposed Budget

Performance Improvement Funding Request DSR4			
Department	Department of Public Facilities - Operations		
Title	Internet Bandwidth Expansion	Priority	2
DSR4			
Expenditure Classification	Frequency		Total
	Recurring	One-Time	
Salary and Wage			
Expenses	42,607		42,607
Operating Capital			
Total Request			42,607
Budgetary Considerations		YES	NO
1. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?			x
2. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?		x	
3. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?			x
4. Does the request support activities which produce revenue for the Town?			x
5. If the request is not approved, will Town revenues be negatively impacted?			x
6. Is there an increased exposure for the Town if the request is not approved?			x
7. Is specialized training or licensing required (beyond the initial purchase)?			x
8. If applicable, will the item(s) being replaced be retained by the Town?			N/A
9. Does this request address a documented health or safety issue?			x
<i>All "YES" responses must be explained in the narrative</i>			
Description and Explanation			
<p>Currently, our Internet bandwidth connection speed is 5 Mbps and is insufficient to meet the District's current and future needs. Our goal, through this request, is to increase our bandwidth to a 50 Mbps connection. Increased bandwidth is critical to support the growing use of the Internet throughout the District for both administrative and instructional purposes. There are many times throughout the day when the Internet connection is exceedingly slow and at times is unusable for certain tasks. We're using a 5 Mbps connection to service more than 2500 computers while a typical home connection is between 5 – 50 Mbps for 2 or 3 computers.</p> <p>Our Internet connection is used for a wide variety of activities. In general, teachers research and prepare their lessons using and embedding a variety of online resources specific to their disciplines. Teachers also find content specific sites to be used in class with students. These uses are harder to track but comprise a significant use of the Internet. As we continue to deploy more laptop carts to be used in classrooms we have whole classes accessing the Internet simultaneously. Moving towards increased student access to</p>			

Fiscal Year 2012 Proposed Budget

Performance Improvement Funding Request  
DSR4

Department	Department of Public Facilities - Operations		
Title	Internet Bandwidth Expansion	Priority	2

portable devices is part of our technology plan. To provide further understanding of the issues we face, below is a breakdown of some of the common administrative and instructional uses of the Internet within the District.

Administrative Functions:

PowerSchool – Our student information system used for grading, attendance and reporting. Internet bandwidth is used when students, parents, and teachers access PowerSchool from home.

Atlas Curriculum Mapping - This web-based resource is being used to house the Needham Public Schools’ K - 12 curriculum. A number of teachers and administrators continually review and update the curriculum maps and information on a daily basis. The use of this tool is becoming more widespread with full implementation expected within the next couple of years

My Learning Plan – This is the District’s online professional development tool for teachers. The District course catalog and archives are located here as well as course sign-up, attendance and professional development certificate generation.

AESOP – This is the District’s automatic substitute placement and absence management system. There is some daily use of this system by teachers but there is an additional component used by administrators for reporting.

AtomicLearning – This is a site that houses video tutorials for a large variety of software tools. Tutorials are typically short segments.

Instructional Uses:

Video Streaming: United Streaming, TeacherTube, YouTube, BrainPOP, and iTunesU are all examples of commonly and frequently accessed sites used in the classroom. Video streaming is one of the most resource intensive Internet activities and is often what cannot be done because of bandwidth limitations. Please note that a lot of things cannot be downloaded in advance, only streamed.

Research Databases: The Needham Public Schools’ libraries subscribe to a number of different online databases. The Gale Databases, Biography Resource Center, Student Resource Center, CultureGrams and online encyclopedias are a few examples of resources used to support student research skills. A more comprehensive list can be found by exploring the Media Center Database links at each of the schools. Research is an important component of the Needham Public Schools’ curriculum and the databases are used extensively by students and teachers.

Google Apps: Needham High School has officially become a “Google Apps” school. Consequently, students and teachers are using the collaborative tools of Google Apps hosted on our Google supplied teacher and student domains. Teachers and students are

Fiscal Year 2012 Proposed Budget

Performance Improvement Funding Request DSR4			
Department	Department of Public Facilities - Operations		
Title	Internet Bandwidth Expansion	Priority	2
<p>creating and sharing word processing, presentation, and spreadsheet documents as well as creating websites. It is expected that we will be rolling out Google Apps to additional faculty and students in future years.</p> <p>In summary, we are clearly at a point where our Internet resources are in need of expansion. It is essential that our infrastructure is robust enough to support the District's educational goals. To that end we are requesting an increase of our Internet bandwidth from 5 Mbps to 50 Mbps.</p>			

Department Information DSR1	
Department	Health
Operational Considerations	
<p>With a FY'10 budget of \$451,763 the Health Department received \$471,450 in grants and donations and \$73,182 for permits and licenses for an additional \$544,686. The grants and donations helped us to maintain our mission and provide necessary services. Every March the Board of Health reviews and appropriately raises the permit and license fees each year.</p> <p>The DSR 2 Expenditures were not increased.</p> <p>The CIP from previous years for the Health Department vehicle and emergency supplies trailer has been transferred to the DPW/Garage CIP.</p> <p>There are two continuing Revolving Accounts that include the Traveling Meals Program and the Immunization Fund.</p> <p>There were no increases to the Riverside Community Care and Charles River ARC contracts. The Fuss and O'Neil contract was increased by 5% as required by the contract.</p> <p>The FY'10 increase in the Riverside Community Care contract has brought additional services to high risk adults and seniors in the community, including consultation and home visits to clients identified by the Public Health Department and the Council on Aging. Riverside is leading the Adult Education Subcommittee for the Needham Coalition for Suicide Prevention and performed a comprehensive Coalition evaluation. They have added additional Clinical Advocates to the Needham based Alternative Youth Services counseling program. Riverside has also provided a Clinical Social Worker to the Housing Workgroup, chaired by the Public Health Department, to coordinate services among Town Departments and Service Providers. They are also running a parent group in the community for high risk teens. Charles River ARC continues to provide many services to cognitive delayed residents. The synthetic fields were tested by Fuss and O'Neil to proactively monitor chemical exposure. The Board of Health will continue to use these results as a baseline to compare data from year to year.</p> <p>Project Interface has been brought to all the Human Service Departments, School Guidance Departments, and School Nurses this past year. This was a pilot project that was paid for by the Needham Coalition for Suicide Prevention, Co-chaired by the Health Department, through grant money from the Massachusetts Department of Public Health. The service provides licensed professionals who match client needs, within 1-3 days to available mental health providers in Needham and surrounding towns. This makes finding mental health services easier and faster for those with insurance. They also follow up within a few weeks to evaluate the services found. This service is now available to all residents in the Town and Physicians at Beth Israel Deaconess Hospital. Project Interface will be funded for the next five years by Beth Israel Deaconess Hospital Needham and the Kyle Shapiro Foundation. Their website offers valuable educational material and resources on many mental health issues.</p> <p>The mission and vision of the Needham Coalition for Youth Substance Abuse Prevention (NCYSAP) are centered on collaboratively reducing substance use in our community with prevention initiatives which impact media advocacy, policy and enforcement, access and</p>	

Department Information DSR1	
Department	Health
<p>availability and create a shift in community norms around the normalization of youth substance use. The coalition work in these vital areas has created community awareness outside of the youth population resulting in enhanced awareness of the hope of recovery from substance abuse and dependence among our adult population. Initiatives impacting access such as the Medication Take- Back and the Needham Police Department Party Patrols, accompanied by media advocacy on the justification of these initiatives, in addition to informational media articles, PSA's and shows on prescription drug misuse and the impact of alcohol abuse, have created an enhanced awareness of substance abuse issues. These prevention initiatives have contributed to enhanced awareness of abuse and dependence as a treatable condition as well as visible access to counseling, treatment and support resources for Needham adults. The Health department receives calls from adults and parents of youth for counseling and treatment resources for substance abuse and mental health issues reportedly motivated by the community prevention work of the NCYSAP. The federal funding of the Drug Free Communities (DFC) grant program has created awareness of substance abuse and mental health issues for youth while simultaneously extending the reach to Needham adults, motivating their pursuit of support resources and treatment.</p> <p>The Traveling Meals Programs continues to deliver a two meal package five days a week to approximately 45 -50 homebound clients a day. Harvard Community Health Care recently awarded the program a "Community Spirit Award" as an example of Town and Volunteers working together to deliver services to a vulnerable population.</p> <p>Currently the Health Department Co-Chairs the Needham Coalition for Suicide Prevention, Co-Chairs the Domestic Violence Action Committee, Chairs the Needham Youth Substance Abuse Prevention Coalition, Co-Chairs the Eat Well Be Fit Committee, Co-Chairs the Healthy Needham 2011 Committee, Coordinates the Tobacco Control Program, Chairs the Housing Workgroup and Coordinates the Medical Reserve Corps.</p> <p>There are two DSR 4 request for FY 2011.</p> <p>The first DSR- 4 request is for \$2,160 for 1.5 additional hours for the Public Health Program Coordinator, who is currently at 12 hours a week (plus 6 hours a week from a grant as the Emergency Preparedness Coordinator). This would not increase the FTE's or require benefits as the combined budget and grant total would be 19.5 hours a week. We have been told by the Centers for Disease Control that emergency preparedness funding for FY 12 may be reduced by 25% for and these 1.5 hours would help to maintain the current services. The focus of the additional hours would focus on two of the Selectmen's current goals to:</p> <ul style="list-style-type: none"> <li>) Develop a comprehensive approach to promote health and wellness for the citizens of Needham across the age and ability continuum, beginning with school and town entities.</li> <li>) Endeavor to maintain strong human services, programming, notwithstanding expected fiscal challenges during the goals period.</li> </ul> <p>The additional hours would also include working with other departments to identify needs, strengthen programs, and avoid redundancies and write two grants on emergency preparedness.</p> <p>The second DSR-4 for \$1,500 would allow one professional staff member a year to attend a major national conference to increase professional expertise, present our best practices, bring back new models, and develop professional relationships. This is the third year</p>	

Department Information DSR1	
Department	Health
<p>requesting this training.</p> <p>The Health Department strives to maintain the essential public health services as defined by the Center for Disease Control (CDC) and National Association of County and City Health Organizations (NACCHO). The time spent on emergency preparedness since 2001 has made it difficult to focus on these services. The Essential Services provide a working definition of public health and a guiding framework or the responsibilities of local public health systems.</p> <ol style="list-style-type: none"> <li>1) <b>Monitor</b> health status to identify community health problems.</li> <li>2) <b>Diagnose and investigate</b> health problems and health hazards in the community.</li> <li>3) <b>Inform, educate, and empower</b> people about health issues.</li> <li>4) <b>Mobilize</b> community partnerships to identify and solve health problems.</li> <li>5) <b>Develop policies and plans</b> that support individual and community health efforts.</li> <li>6) <b>Enforce</b> laws and regulations that protect health and ensure safety.</li> <li>7) <b>Link</b> people to needed personal health services and assure the provision of health care when otherwise unavailable.</li> <li>8) <b>Assure</b> a competent public and personal health care workforce.</li> <li>9) <b>Evaluate</b> effectiveness, accessibility and quality of personal and population-based health services.</li> <li>10) <b>Research</b> for new insights and innovative solutions to health problems.</li> </ol> <div style="background-color: #0000ff; color: #ffff00; padding: 10px; text-align: center;"> <h2 style="margin: 0;">Leading Health Indicators</h2> <p style="margin: 5px 0;">The US Department of Health and Human Service developed 10 Leading Health Indicators that represent the most important determinants for overall health. These indicators motivate action, can produce data to measure progress and are important public health issues. The indicators are:</p> <ol style="list-style-type: none"> <li>1. Physical Activity</li> <li>2. Overweight and Obesity</li> <li>3. Tobacco Use</li> <li>4. Responsible Sexual Behavior</li> <li>5. Mental Health</li> <li>6. Substance Abuse</li> <li>7. Injury and Violence</li> <li>8. Environmental Quality</li> <li>9. Immunization</li> <li>10. Access to Health Care</li> </ol>  </div>	

**Department Information  
DSR1**

Department

Health

## Leading Health Indicators

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>● Time spent on the following activities addresses <u>ALL</u> <b>TEN</b> Leading Health Indicators</li> <li>1. Access to Quality health Services</li> <li>2. Educational and Community Based Programs</li> <li>3. Health Communication</li> <li>4. Public Health Infrastructure</li> </ul> | <ul style="list-style-type: none"> <li>● Time spent on the following activities addresses <u>ONLY</u> <b>FOUR</b> Leading Health Indicators.</li> <li>1. Environmental Health</li> <li>2. Food Safety</li> <li>3. Occupational Safety and Health</li> <li>4. Immunization</li> <li>5. Injury and Violence Prevention</li> </ul> |
|---|---|

## Leading Health Indicators

Mandated requirements from the CDC, the Massachusetts Department of Public Health and Massachusetts Department of Environment Protection greatly increases the demands of health departments. Therefore, MORE time is spent on activities that have the LEAST impact on Health Promotion and Prevention.

Fiscal Year 2012 Proposed Budget

Department Information DSR1						
Department		Health				
Performance Factors						
<p><u>1. Food Establishment Inspections</u> Inspect all food establishments at least twice a year as mandated by the Massachusetts Department of Public Health. (All 140 establishments inspected at least twice in FY'10)</p> <p><u>2. Communicable Disease Monitoring/Investigation</u> Investigate all communicable disease investigations reported using the new State surveillance system (MAVEN), within 24 hours as mandated by the Massachusetts Department of Public Health. (All 96 reportable disease investigations in FY'10)</p> <p><u>3. Medical Reserve Corps</u> Provide four trainings and exercises and continue to sustain the Medical Reserve Corps as mandated by the Center for Disease Control. (Completed in FY'10)</p> <p><u>4. Food, Housing, Nuisance and Tobacco Complaints</u> Follow up on all complaints received within 24 hours. (All 132 complaints followed up on within 24 hours in FY'10)</p> <p><u>5. Fuel Assistance to Families</u> Assist eligible families to obtain state, private and monies raised locally to provide fuel assistance and emergency funds as needed. (264 families received fuel assistance in FY'10, a 13% increase of from FY'08)</p> <p><u>6. Needham Coalition for Youth Substance Abuse</u> Increase the Needham Coalition for Youth Substance Abuse Prevention active membership by 5 individuals, from a broad range of community sectors, to increase reach and awareness of our mission. (Currently 19 active members who participate and come to monthly meetings).</p> <p><u>7. Traveling Meals Program</u> Friends of the Needham Board of Health and Traveling Meals will continue to fund raise at the same level to provide meals for those vulnerable needy residents unable to pay for meals. (970 meals provided for free at a cost of \$4,600 provided by FRIENDS in FY 2010).</p>						
<b>Spending Request Recap</b>						
Description	Base Request DSR2	Additional Request DSR4		Total		
Personnel	\$385,301	\$2,160		\$387,461		
Expenses	\$76,829	\$1,500		\$78,329		
Operating Capital	0	0		0		
<b>Total Operating Request</b>	<b>\$462,130</b>	<b>\$3,660</b>		<b>\$465,790</b>		
Special Financial Warrant Articles?	YES	X	NO		How Many?	2

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2									
Department					Health				
Object					Description			Amount	
DSR2A									
Personnel	FY 2010			FY 2011			FY 2012		
	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	6	5.9	4	6	5.9	4	6	5.9
Do the FTE totals above include seasonal and temporary positions included under line 3 (see below)?							Yes	No	X
1. Salary and Wage Permanent Positions.								302,752	
2. Other Salary and Wage Expenses for Permanent Positions – (Itemized Below)									
a.	Public Health Nurses - PT							34,414	
b.	Senior Public Health Program Specialist PT (Also Emergency Preparedness Coordinator grant listed in section 3)							17,278	
c.	Environmental Health Agent PT							12,174	
d.	Department Assistant							3,000	
e.									
f.									
<b>Sub Total 2</b>								66,866	
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Per Diem Nurses							2,466	
b.	Traveling Meals Summer Packers/Drivers							6,174	
c.	Animal Inspector							2,500	
d.	SAMSHA Drug Free Community grant positions – Public Health Senior Program Coordinator (63,694) and Program Coordinator (Grant 14,000)							0	
e.	Emergency Preparedness Coordinator (Grant 8,200)							0	
f.	Recording Secretary							2,543	
<b>Sub Total 3</b>								13,683	
4. Salary and Wage Overtime (Itemized Below)									
a.	Emergency Off-Hour Inspections (Town Meeting 2006)							2,000	
b.									
c.									
d.									
e.									
f.									
<b>Sub Total 4</b>								2,000	
<b>5. Total Salary and Wages (1+2+3+4)</b>								<b>385,301</b>	
DSR2B									
Object					Description			Amount	
Energy									
Repairs & Maintenance Services					Hearing Machine, Eye Machine, Gas Meter, Noise Meter, Thermometers			513	
Rental & Leases									
Other Property Related Services									
Professional & Technical Services					Employee training seminars			1,400	
Communications					Cell phones, postage and legal notices			4,553	
Recreational & Cultural Services									

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	Health	
Object	Description	Amount
Other Purchased Services	Contracts for Riverside Community Care, Charles River Arc, Fuss & O'Neil	59,414
Office Supplies	General office supplies, visual aids	4,760
Building & Equipment Supplies		
Custodial Supplies		
Grounds Keeping Supplies		
Vehicular Supplies		
Food and Service Supplies		
Medical Supplies	First Aid, Medical Supplies, CPR Supplies	1,093
Public Works Supplies		
Other Supplies & Equipment	Educational materials, other subscriptions not classified elsewhere	1,875
Governmental Charges		
Travel & Mileage	Staff mileage traveling meals summer packers and drivers, in-state travel for staff conference, inspectional visits and meetings	2,100
Dues & Subscriptions	Professional Dues and Memberships	1,121
<b>6. Total Expenses</b>		<b>76,829</b>
<b>DSR2C</b>		
Capital Equipment Replacement	Moved to DPW/Garage requests	0
<b>7. Total Operating Budget Capital</b>		<b>0</b>
<b>8. Total Base Request (Line 5 + Line 6 + Line 7)</b>		
		<b>462,130</b>

Fiscal Year 2012 Proposed Budget

Performance Improvement Funding Request DSR4			
Department	Health		
Title	1.5 hours Additional Public Health Program Coordinator	Priority	1
DSR4			
Expenditure Classification	Frequency		Total
	Recurring	One-Time	
Salary and Wage	X		\$2,160
Expenses			
Operating Capital			
Total Request			
Budgetary Considerations		YES	NO
1. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?			X
2. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?			X
3. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?			X
4. Does the request support activities which produce revenue for the Town?			X
5. If the request is not approved, will Town revenues be negatively impacted?		X	
6. Is there an increased exposure for the Town if the request is not approved?			X
7. Is specialized training or licensing required (beyond the initial purchase)?			X
8. If applicable, will the item(s) being replaced be retained by the Town?			
9. Does this request address a documented health or safety issue?			X
<i>All "YES" responses must be explained in the narrative</i>			
Description and Explanation			
<p>The first DSR- 4 request is for \$2,160 for 1.5 additional hours for the Public Health Program Coordinator, who is currently at 12 hours a week (plus 6 hours a week from a grant as the Emergency Preparedness Coordinator). This request would not cause the position to become benefit eligible as the combined budget and grant total would be 19.5 hours a week. We have been told by the Centers for Disease Control that emergency preparedness funding for FY 12 may be reduced by 25% and these 1.5 hours would help to maintain the current services. The focus of the additional hours would focus on two of the Selectmen's current goals to:</p> <ol style="list-style-type: none"> <li>1. Develop a comprehensive approach to promote health and wellness for the citizens of Needham across the age and ability continuum, beginning with school and town entities.</li> <li>2. Endeavor to maintain strong human services, programming, notwithstanding expected fiscal challenges during the goals period.</li> </ol> <p>The additional hours would also include working with other departments to identify needs,</p>			

Fiscal Year 2012 Proposed Budget

Performance Improvement Funding Request DSR4			
Department	Health		
Title	1.5 hours Additional Public Health Program Coordinator	Priority	1
<p>strengthen programs, and avoid redundancies and the writing of two grants to support emergency preparedness efforts.</p> <p>#5 - The Public Health Program Coordinator would have less time to search and apply for grants. This position has been a key factor seeking, applying and receiving grants (1 of 3 people who wrote the \$125,000 a year Substance Abuse grant, 4 NACCHO grants over the last 3 years for a total of \$25,000 and 2 Homeland Security grants for a total of over \$75,000 for 7 towns). We anticipate that these additional hours could be found in future grants. In the possible chance that the grant from the Centers for Disease Control is not reduced by 25% we recommend that this request make up the difference not to exceed \$2,160.</p>			

Fiscal Year 2012 Proposed Budget

Performance Improvement Funding Request DSR4			
Department	Health		
Title	For One Member of the Health Department Staff To Attend One Major Conference A Year	Priority	2
DSR4			
Expenditure Classification	Frequency		Total
	Recurring	One-Time	
Salary and Wage			
Expenses	X		\$1,500
Operating Capital			
Total Request			
Budgetary Considerations		YES	NO
1. Are there additional costs to implement this request (except future year operating costs) that are <b>NOT</b> included in this request?			X
2. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?			X
3. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?			X
4. Does the request support activities which produce revenue for the Town?			X
5. If the request is not approved, will Town revenues be negatively impacted?			X
6. Is there an increased exposure for the Town if the request is not approved?			X
7. Is specialized training or licensing required (beyond the initial purchase)?			X
8. If applicable, will the item(s) being replaced be retained by the Town?			X
9. Does this request address a documented health or safety issue?		X	
<i>All "YES" responses must be explained in the narrative</i>			
Description and Explanation			
<p>This would allow one staff member a year to attend a national conference to present best practices, bring back new ideas, and develop professional relationships around the country. This is the third year requesting this expense.</p> <p>* #9 -Would help to keep staff current on professional issues</p>			

Fiscal Year 2012 Proposed Budget

Department Information DSR1	
Department	Human Services—All Divisions
<b>Operational Considerations</b>	
<p>The Human Services Department (formerly the Diversified Community Social Services) is comprised of three divisions (Council on Aging, Veterans’ Services and Youth Services) into one department with greater ability to share resources toward improving efficiency and overall service delivery to the residents to the Town.</p> <p><b><u>Council on Aging</u></b>                      The mission of the Council on Aging (COA) is to respond to its older residents’ needs by providing a welcoming, inclusive, and secure environment where individuals and families benefit from programs, services, and resources that enhance their quality of life and provide opportunities for growth.</p> <p><b><u>Veterans’ Services</u></b>                      The mission of the Veterans’ Services are to provide services pursuant to MGL Chapter 115 which include the administration of a program of Veterans benefits for Veterans and their families who meet stringent eligibility criteria; the care of Veteran’s graves, insuring the 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.</p> <p><b><u>Youth Services</u></b>                      The mission of Youth Services 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.</p>	
<b>Performance Factors</b>	
<p><b><u>Council on Aging</u></b></p> <p>This year presented some difficult staffing issues to include needing to fill two important part time staff positions. During our interview process, operating deadlines were not missed and programs and services continued. The staffing turnover did impact our plans to expand the scope of the Friendly Visitor Programs, however by working together we will be back on track by the end of FY2011. The quest continued for additional funding sources for our very busy transportation program. Support from community partners, individual donations and the State Formula Grant has helped us to keep this vital and necessary program operating, however due present economic climate these funding sources may be affect in the near future. The COA will continue to seek outside funding for programs and services.</p> <p>The Council on Aging (COA) continues to operate at a maximum capacity within the confines of an inadequately sized facility. The total available programmatic square footage is limiting, the location and number of restroom facilities are inadequate, parking is difficult, and the</p>	

Fiscal Year 2012 Proposed Budget

Department Information DSR1	
Department	Human Services—All Divisions
<p>building itself is barely handicapped accessible. Confidential offices and meeting rooms do not exist and flooding occurs frequently throughout the year, however with the support of the elected/appointed officials and the Town Manager there has been significant improvement and support to recommend building a new Senior Center.</p> <p>The COA is a tenant within a larger building therefore 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 can be challenging. Examples of this include: parking issues, snow removal and plowing issues, general building repairs, air conditioning concerns and notably repeated flooding issues.</p> <p>Fiscal Year 2010 continued to present our department with challenges. The National Reaccreditation Process of the Stephen Palmer Senior Center formally began during our kick off event in December. Nine different Committees, made up of staff and community volunteers, were organized and charged to conclude their work by the end of the Spring with hopes of completing the overall process in the early Winter of 2010. The quest for a senior center site continued and as requested the Executive Director, assigned as staff member to the Senior Center Exploratory Committee, continued to attend meetings throughout the year. To aid the Town Manager and the Committee the department compiled pertinent information as requested which has resulted in a recommendation to site a new Senior Center building on the MBTA Needham Heights parking lot.</p> <p>Fiscal Year 2012 <u>Objectives</u>: 1) Work with the Town Manager, the Assistant Town Manager/Director of Operations to help facilitate continued progress towards achieving an appropriate Senior Center as a capital planning priority for the Town. 2) Pursue funding for continued transportation service; 3) Work with the Council on Aging Board to complete the reaccreditation process for the Stephen Palmer Senior Center 4) Work to appropriately fill professional vacancies 5) Continue to update COA web-site 6) Ensure ongoing evaluation of programs and services with the intent of provide programs and services to meet future needs.</p> <p><u>Performance Indicators</u>: 1) Providing service, information and learning opportunities to address the economic and energy issues of concern to our target population; 2) Complete Reaccreditation Process; 3) Develop a transportation strategy and plan for financing to address more fully the needs of our target population; 4) Vacant Professional Positions filled with appropriate candidates 5) Pursuit of new Senior Center has moved forward 6) Program and Service evaluations are done routinely and evaluated</p> <p><b>Veterans' Services</b></p> <p>On March 18, 2010, the Executive Office of Health and Human Services/Department of Veterans' Services approved the formation of the West Suburban Veterans' District. The District includes the Towns of Needham, Wellesley and Weston. The District has one Director (Mr. Stanley Spear) and one administrative assistant. The services being provided have expanded to meet the needs of the veterans of yesterday and of today.</p> <p>In addition, in October the Town has hired Mr. William Topham as its Care of Graves/Coordinator of Ceremonies who will be working with the Director with the care of veterans' graves, the coordination and operations of observations in Needham and other related veteran activities.</p>	

Fiscal Year 2012 Proposed Budget

Department Information DSR1	
Department	Human Services—All Divisions
<p><b>Youth Services</b></p> <p>Youth Services is sensitive to the budget constraints facing the Town of Needham. The department 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 enhance our budget as described below:</p> <p><b>GRANTS, FEES, TRUST FUNDS, AND DONATIONS</b></p> <p>In an effort to lessen the burden on the town budget, Youth Services utilizes a combination of grants, fees, trust funds, and donations as follows:</p> <ul style="list-style-type: none"> <li>❖ <b>Employment Program</b>                      Estimate of Amount Generated: \$750                      Source: Fee                      Amount of Fee: \$5/\$10 depending on service                      Fees Reviewed/Changed: July 1, 2010 (next review will be in July, 2011)                      Use of funds: Additional hours for Department Assistant position</li> <li>❖ <b>Babysitter Training Seminars</b>                      Estimate of Amount Generated: \$2,500                      Source: Fee                      Amount of Fee: \$45                      Fees Reviewed/Changed: July 1, 2010 (next review will be in July, 2011)                      Use of funds: Consultant; additional hours for Department Assistant position, materials</li> <li>❖ <b>Peer Tutor Program</b>                      Estimate of Amount Generated: \$2,000                      Source: Fee</li> </ul> <p><b>Last Year:</b></p> <ol style="list-style-type: none"> <li>1) Create online registration process for programs  <u>Achievement:</u> We were a part of the committee that recently selected a company to assist the Town of Needham with online payments, and are working on the portion which relates to online registration.</li> <li>2) Coordinate with schools and Library for use of space as PSAB is limiting for our needs.  <u>Achievement:</u> This was accomplished.</li> <li>3) Work with graduated Needham High School students regarding suicide/safety issues.  <u>Achievement:</u> This was accomplished.</li> </ol> <p><b>This Year:</b></p> <ol style="list-style-type: none"> <li>1) Work with the High Rock/Pollard PTC on a new parenting program</li> <li>2) Maintain Services to as close to last years levels as possible given that the department is short staffed this year due to a Maternity Leave and a Medical Leave.</li> <li>3) Create and distribute updated Safe Surf Internet Booklets and updated Needham Youth Cards</li> </ol> <p><b>Projecting over the next three to five years, the Youth Services will focus upon:</b></p>	

Fiscal Year 2012 Proposed Budget

Department Information DSR1						
Department		Human Services—All Divisions				
<ul style="list-style-type: none"> <li>Identifying space for our evening programs.</li> <li>Meeting the escalating needs of youth and families.</li> </ul>						
Review Fee Structure						
Spending Request Recap						
Description	Base Request DSR2	Additional Request DSR4			Total	
Personnel	\$ 493,873				\$ 493,873	
Expenses	\$ 70,370				\$ 70,370	
Operating Capital						
Total Operating Request	\$ 564,243				\$ 564,243	
Special Financial Warrant Articles?	YES	X	NO		How Many?	1

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2										
Department				Human Services—All Divisions						
Object				Description				Amount		
DSR2A										
Personnel	FY 2010			FY 2011			FY 2012			
	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)	
	7.0	2.0	8.3	7.0	2.0	8.3	7.0	1.0	7.8	
Do the FTE totals above include seasonal and temporary positions included under line 3 (see below)?							Yes		No	X
1. Salary and Wage Permanent Positions.								468,886		
2. Other Salary and Wage Expenses for Permanent Positions – (Itemized Below)										
a.										
b.										
c.										
d.										
e.										
f.										
Sub Total 2										
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.	VS—Care of Graves/Coordinator of Ceremonies						2,500			
b.	VS--Seasonal Assistance						500			
c.	COA-Outreach Worker 10 hrs./wk.						11,122			
d.	COA-Building Monitor 18 hrs./wk.						10,159			
e.	Recording Secretary 4 hrs./month for 10 months						706			
f.										
Sub Total 3								24,987		
4. Salary and Wage Overtime (Itemized Below)										
a.										
b.										
c.										
d.										
e.										
f.										
Sub Total 4										
5. Total Salary and Wages (1+2+3+4)								493,873		
DSR2B										
Object				Description				Amount		
Energy										
Repairs & Maintenance Services				COA-Maintenance My Senior Center				1,000		
Rental & Leases										
Other Property Related Services				VS—Care of Veterans' Graves				1,200		
Professional & Technical Services				YS-- Programmatic and clinical consultation services				1,500		
Communications				YS-- stamps/postage, Blackberry				2,200		
				COA—postage/printing and mailing				1,100		
				VS--postage				150		
Recreational & Cultural Services				COA—Programs and Services				1,500		
				VS—Memorial Day Parade				600		

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	Human Services—All Divisions	
Object	Description	Amount
Other Purchased Services		
Office Supplies	YS--Basic office supplies	800
	COA—Basic Office Supplies	2,000
	VS—Basic Office Supplies	150
Building & Equipment Supplies		
Custodial Supplies		
Grounds Keeping Supplies		
Vehicular Supplies	COA--Fuel and Oil	3,000
Food and Service Supplies	COA—Related programs	500
Medical Supplies		
Public Works Supplies		
Other Supplies & Equipment	YS--program materials and food, off-site printing, etc. To purchase books, manuals, and literature regarding youth/family issues	340
Governmental Charges	VS—WS Veterans' District	48,000
	VS--Flags and markers	5,000
Travel & Mileage	YS--Reimburse staff/interns for work-related mileage when using their personal vehicles.	825
	Conferences: To pay for attendance at conferences on youth/family-related topics	200
	COA—Reimbursement for staff for work related mileage when using their personal vehicles.	50
	VS-- Reimbursement for staff for work related mileage when using their personal vehicles.	
Dues & Subscriptions	YS--Professional subscriptions	25
	COA—Memberships and Dues	170
	VS—Professional subscriptions	60
<b>6. Total Expenses</b>		<b>70,370</b>
DSR2C		
Capital Equipment Replacement		
<b>7. Total Operating Budget Capital</b>		
<b>8. Total Base Request (Line 5 + Line 6 + Line 7)</b>		<b>564,243</b>

Fiscal Year 2012 Proposed Budget

Department Information DSR1	
Department	Human Services---Council on Aging
Operational Considerations	
<p>The Council on Aging (COA) continues to operate at a maximum capacity within the confines of an inadequately sized 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 and flooding occurs frequently throughout the year, however with the support of the elected/appointed officials and the Town Manager there has been significant improvement and support to recommend building a new Senior Center.</p> <p>The COA is a tenant within a larger building therefore 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 can be challenging. Examples of this include: parking issues, snow removal and plowing issues, general building repairs, air conditioning concerns and notably repeated flooding issues.</p> <p>FY 10 continued to present our department with challenges. The National Reaccreditation Process of the Stephen Palmer Senior Center formally began during our kick off event in December. Nine different Committees, made up of staff and community volunteers, were organized and charged to conclude their work by the end of the Spring with hopes of completing the overall process in the early Winter of 2010. The quest for a senior center site continued and as requested the Executive Director, assigned as staff member to the Senior Center Exploratory Committee, continued to attend meetings throughout the year. To aid the Town Manager and the Committee the department compiled pertinent information as requested which has resulted in a recommendation to site a new Senior Center building on the MBTA Needham Heights parking lot.</p> <p>This year presented some difficult staffing issues to include needing to fill two important part time staff positions. During our interview process, operating deadlines were not missed and programs and services continued. The staffing turnover did impact our plans to expand the scope of the Friendly Visitor Programs, however by working together we will be back on track by the end of FY2011. The quest continued for additional funding sources for our very busy transportation program. Support from community partners, individual donations and the State Formula Grant has helped us to keep this vital and necessary program operating, however due present economic climate these funding sources may be affect in the near future. The COA will continue to seek outside funding for programs and services.</p> <p>As the Aging Service Department for the Town, the COA strives to meet the needs of the 6925 residents 60years of age and older along with their families as well as residents of all ages (Town census 2010). Due to the major economic challenges over the past few years the department continued to see an increased number of folks dealing with issues which in the past seemed to have been minimally explored. These issues included but were not limited to resume writing, how to pursue work opportunities in a computerized society, how to apply for food stamps and many related issues surrounding foreclosure, homelessness and hoarding.</p> <p>During this full year the department also experienced many successes. Our popular shopping program continued to be active and successful. The van was utilized three days a week, morning and afternoon, to address the needs for this program. Four of the excursions included volunteer shopping assistance. Another component of this program was the community collaboration we share with The Charles River Center (ARC) where their</p>	

Fiscal Year 2012 Proposed Budget

Department Information DSR1	
Department	Human Services---Council on Aging
<p>volunteers provided home delivery grocery service to residents through our combined efforts.</p> <p>The "Senior to Senior Program" established through Needham High School Health and Wellness Department and the Needham High School Community Service Program, in collaboration with the Needham Council on Aging, continued to flourish, with 32 adults having participated this past year.</p> <p>The Needham Council on Aging also offered the second Cultural Competency workshop as part of the "Reaching Out Across Cultures" program funded by the MetroWest Community Health Care Foundation and presented by Cathy Romeo of VNA Care Network. The series curriculum was adapted from an award-winning nationally recognized model, "Communicating Across Boundaries."</p> <p>As part of the Green Needham Collaborative, The Home Energy Efficiency Improvement Project, we hosted two educational opportunities for residents to learn about energy saving opportunities that might help them reduce their energy use, save money and increase their comfort. We continued our work on the Needham Coalition for Suicide Prevention and offered a QPR training for Center participants as well as Board Members. In anticipation of the Town's 300th anniversary, and as part of a coalition of Town departments and organizations, the department participated in a Healthy Needham initiative to help build a healthy living infrastructure in municipal, business, philanthropic and residential areas of the Town. To this end the Healthy Needham Committee developed a calendar of events to promote wellness and to showcase healthy living services and programs.</p> <p>The COA hosted a public hearing of the Area Agency on Aging's (Springwell) proposed Area Plan on Aging for federal years 2010-2013. The plan is intended to complement and support strategic goals of the state and federal government while addressing specific local needs that have been established through study and assessment. The plan is intended to "empower older adults to make informed decisions that are driven by them, the consumer; to enable seniors to remain in their own homes with a high quality of life and level of independence for as long as possible; and to empower older people to stay active and healthy."</p> <p>The MetroWest SHINE Program introduced a second counseling site in Needham. The Needham Library graciously made space available to help address counseling demands due to the space limitations in the Senior Center so that we could meet the needs of those requiring this important health care counseling service. The SHINE Counselors managed to increase their remarkable service to older adults in our region to 6382 (dup.) as compared to 4384 last year. This translated into a financial savings 3.5 million for the region and close to 200,000 in health care costs for residents in Needham.</p> <p>Driving and transportation were well publicized State issues this year therefore the Needham Council on Aging offered several programs related to this topic to include a Driver Safety Course with AARP, a meeting with State officials regarding potential legislative issues related to driver testing, rail and bus service, and a lecture by Dr. Nina Silverstein a member of the Needham Council on Aging Board who is known for her research in this area. A successful intergenerational and interagency activity took place with collaboration between the Needham Policy Community Affairs Liaison, Needham school students, the Needham Council on Aging, and the Friends of the Needham Elderly. People came together to assemble are packages to be shipped to our nation's military personnel. Fourteen large boxes were put together and sent overseas.</p>	

Fiscal Year 2012 Proposed Budget

Department Information DSR1	
Department	Human Services---Council on Aging
<p>The second Needham Volunteer Opportunities Fair was held this spring to help recruit valuable volunteers and to promote community partnerships. Programs and services continued to flourish throughout the year. Some of our interesting new programs were Play Reading, Line Dancing, Home Modification for Home Safety, Energy Conservation, and Assertiveness Training.</p>	
Performance Factors	
<p><u>Funding FY 10</u></p> <p>Funding for the Council on Aging Division and the many services and programs that we offer comes from varied sources. As an adjunct to town funding, the COA received funds through the State Formula Grant (\$ amount of grant) which supported some professional staff hours and expenses. Additionally, the Needham COA continued to administrate the Serving the Health Information Needs of the Elderly (SHINE) Grant for 22 cities and towns in the Metro West Region. The funding received was used to pay for three (3) part time positions: Shine Program Director, Assistant Shine Program Director and Outreach Worker who provided supervision and over site for 46 volunteers. Donations to benefit the department were utilized to supplement the programs and services offered as state and municipal funds do not fully financially support all that the aging service department provides.</p> <p><u>Program Statistics FY 10</u></p> <ul style="list-style-type: none"> <li>• 400 volunteers donated well over 25,000 hours which translates to over \$400,000 worth of services to the town of Needham.</li> <li>• 46 SHINE Counselors served over 900 people from the Needham and provided 6,490 volunteer hours of services within the 22 towns located in the Metro West Region and contributed to an estimated \$3,598,099 savings in health care costs for residents in these towns.</li> <li>• Once again the Council on Aging Department served over 3,500 different people and offered approximately 2,400 different session of programs and events with 40 programs being offered on a regular basis at the Stephen Palmer Senior Center and additional sites throughout Needham</li> <li>• Our Social Service department continued to touch the lives of more than 2,000 individuals</li> <li>• Our van provided 7,664 rides to include 3,348 rides related to food shopping</li> <li>• Our phone logs indicate that over 10,500 calls came into the COA during 2010.</li> </ul> <p><u>FY12 Objectives:</u> 1) Work with the Town Manager, the Assistant Town Manager/Director of Operations to help facilitate continued progress towards achieving an appropriate Senior Center as a capital planning priority for the Town. 2) Pursue funding for continued transportation service; 3) Work with the Council on Aging Board to complete the reaccreditation process for the Stephen Palmer Senior Center 4)Work to appropriately fill professional vacancies 5)Continue to update COA web-site 6) Ensure ongoing evaluation of programs and services with the intent of provide programs and services to meet future needs.</p> <p><u>Performance Indicators:</u> 1) Providing service, information and learning opportunities to address the economic and energy issues of concern to our target population; 2) Complete Reaccreditation Process; 3) Develop a transportation strategy and plan for financing to address more fully the needs of our target population; 4) Vacant Professional Positions filled</p>	

Fiscal Year 2012 Proposed Budget

Department Information DSR1						
Department		Human Services---Council on Aging				
with appropriate candidates 5) Pursuit of new Senior Center has moved forward 6) Program and Service evaluations are done routinely and evaluated						
Spending Request Recap						
Description	Base Request DSR2	Additional Request DSR4			Total	
Personnel	255,503				255,503	
Expenses	9,470				9,470	
Operating Capital						
<b>Total Operating Request</b>						
	264,973				264,973	
Special Financial Warrant Articles?		YES	<input checked="" type="checkbox"/>	NO		How Many?
						1

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2											
Department				Human Services-Council on Aging							
Object				Description				Amount			
DSR2A											
Personnel	FY 2010			FY 2011			FY 2012				
	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)		
	3	1	3.8	3	1	3.8	3	1	3.8		
Do the FTE totals above include seasonal and temporary positions included under line 3 (see below)?							Yes		No	x	
1. Salary and Wage Permanent Positions.								233,516			
2. Other Salary and Wage Expenses for Permanent Positions – (Itemized Below)											
a.	Outreach Worker 10 hrs. per week								11,122		
b.	Building Monitor 18 hrs. per week								10,159		
c.	Recording Secretary 4 hrs. per month for 10 months								706		
d.											
e.											
f.											
								Sub Total 2		21,987	
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)											
a.											
b.											
c.											
d.											
e.											
f.											
								Sub Total 3			
4. Salary and Wage Overtime (Itemized Below)											
a.											
b.											
c.											
d.											
e.											
f.											
								Sub Total 4			
5. Total Salary and Wages (1+2+3+4)										255,503	
DSR2B											
Object				Description				Amount			
Energy											
Repairs & Maintenance Services				Maintenance for MySeniorCenter				1,000			
Rental & Leases											
Other Property Related Services											
Professional & Technical Services											
Communications				Postage/ Printing and Mailing				1,100			
Recreational & Cultural Services				Expenditures for recreational and cultural activities				1,500			
Other Purchased Services											
Office Supplies				Basic office supplies				2,000			

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	Human Services-Council on Aging	
Object	Description	Amount
Building & Equipment Supplies		
Custodial Supplies		
Grounds Keeping Supplies		
Vehicular Supplies	Gas and oil for the Van	3000
Food and Service Supplies	Food supplies related to programming	500
Medical Supplies		
Public Works Supplies		
Other Supplies & Equipment		
Governmental Charges		
Travel & Mileage	Reimbursement for staff work related mileage	200
Dues & Subscriptions	Membership and Dues	170
<b>6. Total Expenses</b>		<b>9,470</b>
DSR2C		
Capital Equipment Replacement		
<b>7. Total Operating Budget Capital</b>		
<b>8. Total Base Request (Line 5 + Line 6 + Line 7)</b>		<b>264,973</b>

Fiscal Year 2012 Proposed Budget

Department Information			
DSR1			
Department	Human Services—Veterans' Services		
Operational Considerations			
<p>FY 2012 Objects: The mission of the Veterans' Services are to provide services pursuant to MGL Chapter 115 which include the administration of a program of Veterans benefits for Veterans and their families who meet stringent eligibility criteria; the care of Veteran's graves, insuring the 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.</p> <p>This past year, Mr. John Logan retired as Needham's Director of Veterans' Services. On March 18, 2010, the Executive Office of Health and Human Services/Department of Veterans' Services approved a request for the formation of the West Suburban Veterans' District. The District includes the Towns of Needham, Wellesley and Weston. The District has one Director and one Administrative Assistant. The services being provided have expanded to meet the needs of the veterans of yesterday and of today.</p> <p>In addition, to the district the Town now has a dedicated Care of Graves/Coordinator of Ceremonies who will be working with the Director with the care of veterans' graves, the coordination and operations of observations in Needham and other related veteran activities.</p> <p>The monies spent on Veterans and services are eligible for up to 75% reimbursement that will be returned to the District for services in Needham.</p>			
Performance Factors			
<p>During the last year there were approximately 2,500 American flags on the graves of Veterans in St. Mary's and Needham cemeteries, coordinated and operated the Memorial Day and the Veterans' Day observations. Veterans and widows of Veterans have been provided with services to identify benefits they are entitled to receive and to assist with the request for such benefits.</p> <p>Veterans' Services continues to work with other town departments to provide information and services to Needham's veterans and their families.</p>			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total
Personnel	\$ 3,000		\$ 3000
Expenses	\$ 55,210		\$ 55,210
Operating Capital			
<b>Total Operating Request</b>	<b>\$ 58,210</b>		<b>\$ 58,210</b>
Special Financial Warrant Articles?	YES	NO	How Many?
		X	

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2											
Department				Human Services—Veterans' Services							
Object				Description				Amount			
DSR2A											
Personnel	FY 2010			FY 2011			FY 2012				
	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	0	.0		
Do the FTE totals above include seasonal and temporary positions included under line 3 (see below)?							Yes		No	X	
1. Salary and Wage Permanent Positions.											
2. Other Salary and Wage Expenses for Permanent Positions – (Itemized Below)											
a.											
b.											
c.											
d.											
e.											
f.											
Sub Total 2											
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)											
a.	Care of Graves/Coordinator of Ceremonies										2,500
b.	Seasonal Assistance										500
c.											
d.											
e.											
f.											
Sub Total 3										3,000	
4. Salary and Wage Overtime (Itemized Below)											
a.											
b.											
c.											
d.											
e.											
f.											
Sub Total 4											
5. Total Salary and Wages (1+2+3+4)										3,000	
DSR2B											
Object				Description				Amount			
Energy											
Repairs & Maintenance Services											
Rental & Leases											
Other Property Related Services				Care of Veterans' Graves				1,200			
Professional & Technical Services											
Communications				Postage				150			
Recreational & Cultural Services				Memorial Day Parade				600			
Other Purchased Services											
Office Supplies				Standard Office Supplies				150			
Building & Equipment Supplies											

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	Human Services—Veterans' Services	
Object	Description	Amount
Custodial Supplies		
Grounds Keeping Supplies		
Vehicular Supplies		
Food and Service Supplies		
Medical Supplies		
Public Works Supplies		
Other Supplies & Equipment	Flags and Markers	5,000
Governmental Charges	WS Veterans' District	48,000
Travel & Mileage	Reimburse staff for work-related mileage when using their personal vehicles.	50
Dues & Subscriptions	Professional subscriptions	60
<b>6. Total Expenses</b>		<b>55,210</b>
DSR2C		
Capital Equipment Replacement		
<b>7. Total Operating Budget Capital</b>		
<b>8. Total Base Request (Line 5 + Line 6 + Line 7)</b>		<b>58,210</b>

Fiscal Year 2012 Proposed Budget

Department Information DSR1	
Department	Human Services – Youth Services
Operational Considerations	
<p>Youth Services is sensitive to the budget constraints facing the Town of Needham. The department 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 enhance our budget as described below:</p> <p><b>GRANTS, FEES, TRUST FUNDS, AND DONATIONS</b></p> <p>In an effort to lessen the burden on the town budget, Youth Services utilizes a combination of grants, fees, trust funds, and donations as follows:</p> <ul style="list-style-type: none"> <li>❖ <b>Employment Program</b>            Estimate of Amount Generated: \$750            Source: Fee            Amount of Fee: \$5/\$10 depending on service            Fees Reviewed/Changed: July 1, 2010 (next review will be in July, 2011)            Use of funds: Additional hours for Department Assistant position</li>   <li>❖ <b>Babysitter Training Seminars</b>            Estimate of Amount Generated: \$2,500            Source: Fee            Amount of Fee: \$45            Fees Reviewed/Changed: July 1, 2010 (next review will be in July, 2011)            Use of funds: Consultant; additional hours for Department Assistant position, materials</li>   <li>❖ <b>Peer Tutor Program</b>            Estimate of Amount Generated: \$2,000            Source: Fee            Amount of Fee: \$45            Fees Reviewed/Changed: July 1, 2010 (next review will be in July, 2011)            Use of funds: Copying, purchase of materials, peer tutor recognition, and supplies; additional hours for Department Assistant position</li>   <li>❖ <b>Substance Abuse Awareness Program</b>            Estimate of Amount Generated: \$350            Source: Fee            Amount of Fee: \$45            Fees Reviewed/Changed: July 1, 2010 (next review will be in July, 2011)            Use of funds: Purchase of materials and supplies</li>   <li>❖ <b>A Conversation...For Parents of Teens</b>            Estimate of Amount Generated: \$500            Source: Donation            Amount of Fee: (none)            Fees Reviewed/Changed: July 1, 2010 (next review will be in July, 2011)            Use of funds: Purchase of materials and supplies, food</li> </ul>	

Fiscal Year 2012 Proposed Budget

Department Information DSR1	
Department	Human Services – Youth Services
<ul style="list-style-type: none"><li>❖ <b>Project VAN</b> Estimate of Amount Generated: \$600 Source: Donation Amount of Fee: (none) Fees Reviewed/Changed: July 1, 2010 (next review will be in July, 2011) Use of funds: Purchase of materials, supplies, mailings</li><li>❖ <b>Make A Statement Day</b> Estimate of Amount Generated: \$2,000 Source: Donation Amount of Fee: (none) Fees Reviewed/Changed: July 1, 2010 (next review will be in July, 2011) Use of funds: Purchase of materials, supplies, mailings</li><li>❖ <b>Miscellaneous gifts, donations, and grants</b> Estimate of Amount Generated: \$2,250 Source: Individuals and businesses Use of funds: Purchase of materials, supplies, mailings, etc.</li></ul> <p><b>REVOLVING ACCOUNT</b></p> <p>At the time of this writing, the amount in our revolving account is approximately \$14,000. It is estimated that over the course of FY 2011 expenses will match incoming funds. Out of this account we fund 3 hours per week for our Department Specialist position (this amount will be \$3,465 for the 2012 fiscal year), consultants/facilitators for programs, and miscellaneous program related expenses.</p> <p><b>SUPPLEMENTAL SOURCES OF SUPPORT</b></p> <p>At no cost to the town, the below programs will increase the quality and quantity of services as follows:</p> <ul style="list-style-type: none"><li>❖ <b>Graduate and Undergraduate Internship Program</b> By continuing the Graduate and Undergraduate Internship Program, the department delivered <b>800 hours of free</b> skilled service to the community in the past year.</li><li>❖ <b>Volunteers</b> Dozens of people volunteer their time and skills to the Youth Services. For example Peer Tutor Program volunteers provide hundreds of hours of service to youth, and numerous individuals assist the department on a variety of short-term projects. In sum, more than <b>1,900 hours of free</b> donated services were developed/coordinated by the Youth Services over the past year.</li><li>❖ <b>Diversion/Restitution Placements</b> During the coming year the Youth Services will oversee <b>200 – 750 hours of free</b></li></ul>	

Fiscal Year 2012 Proposed Budget

Department Information DSR1	
Department	Human Services – Youth Services
<p>community service. Monitored by Needham Youth Services, participants complete their community service hours by providing free support to town departments such as Police, Library, Town Clerk’s Office, Town Hall Maintenance, and Council on Aging.</p>	
<p><b>SERVICE DEMANDS</b></p> <p>As the figures from our FY 2011 Statistical Summary of Services indicates, the volume of work for such as a small department is impressive --- we provided 530 hours of individual therapy, 378 of group therapy, and recorded 3,866 participants in our workshops and trainings. In addition programs such as Peer Tutor and our Parenting Programs are in significant demand and typically have a waiting list.</p> <p>The demand for the services of this department has been and will continue to be greater than this department is capable of meeting. This is due to a variety of factors including 1) Increase in the teen/youth population; 2) Declining overall mental health of youth and families; 3) Significant need to support parenting raising teens; and 4) The context of the past several years and concerns related to stress, depression, and suicide.</p>	
Performance Factors	
<p>Below is a summary of past years as well as this years Performance Factors:</p> <p><b>Three Years Ago:</b></p> <p>1) Complete extensive website review, redesign, and rewriting (over 150 pages).</p> <p><u>Achievement:</u> Considerable time was devoted to this, and website redesign was accomplished.</p> <p>2) Provide three (3) QPR Suicide Prevention Trainings.</p> <p><u>Achievement:</u> This was accomplished (and many more than three trainings were held).</p> <p>3) Offer Parenting Programs in collaboration with Sweet Basil restaurant.</p> <p><u>Achievement:</u> This was accomplished and this parent program was well received by participants.</p> <p><b>Two Years Ago:</b></p> <p>1) Offer three (3) Parent Coffee Series (this is a unique drug and alcohol program for adults).</p> <p><u>Achievement:</u> This was not accomplished.</p> <p>2) Increase participation in “Make A Statement Day” by 15%.</p> <p><u>Achievement:</u> This was accomplished.</p> <p><b>Last Year:</b></p> <p>1) Create online registration process for programs</p> <p><u>Achievement:</u> We were a part of the committee that recently selected a company to assist the Town of Needham with online payments, and are working on the portion which relates</p>	

Fiscal Year 2012 Proposed Budget

Department Information			
DSR1			
Department	Human Services – Youth Services		
<p>to online registration.</p> <p>2) Coordinate with schools and Library for use of space as PSAB is limiting for our needs. <u>Achievement:</u> This was accomplished.</p> <p>3) Work with graduated Needham High School students regarding suicide/safety issues. <u>Achievement:</u> This was accomplished.</p> <p><b>This Year:</b></p> <p>1) Work with the High Rock/Pollard PTC on a new parenting program</p> <p>2) Maintain Services to as close to last years levels as possible given that the department is short staffed this year due to a Maternity Leave and a Medical Leave.</p> <p>3) Create and distribute updated Safe Surf Internet Booklets and updated Needham Youth Cards</p> <p><b>Projecting over the next three to five years, the Youth Services will focus upon:</b></p> <ul style="list-style-type: none"> <li>• Identifying space for our evening programs.</li> <li>• Meeting the escalating needs of youth and families.</li> <li>• Review Fee Structure</li> </ul>			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total
Personnel	\$ 235,370		\$ 235,370
Expenses	\$ 5,690		\$ 5,690
Operating Capital			
<b>Total Operating Request</b>	<b>\$ 241,060</b>		<b>\$ 241,060</b>
Special Financial Warrant Articles?	YES		NO
		X	How Many?

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2										
Department				Human Services– Youth Services						
Object				Description				Amount		
DSR2A										
Personnel	FY 2010			FY 2011			FY 2012			
	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)	
	4.0		4.0	4.0		4.0	4.0		4.0	
Do the FTE totals above include seasonal and temporary positions included under line 3 (see below)?							Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
1. Salary and Wage Permanent Positions.								235,370		
2. Other Salary and Wage Expenses for Permanent Positions – (Itemized Below)										
a.										
b.										
c.										
d.										
e.										
f.										
Sub Total 2										
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.										
b.										
c.										
d.										
e.										
f.										
Sub Total 3										
4. Salary and Wage Overtime (Itemized Below)										
a.										
b.										
c.										
d.										
e.										
f.										
Sub Total 4										
5. Total Salary and Wages (1+2+3+4)								235,370		
DSR2B										
Object				Description				Amount		
Energy										
Repairs & Maintenance Services										
Rental & Leases										
Other Property Related Services										
Professional & Technical Services				Programmatic and clinical consultation services				1,500		
Communications				Stamps/postage, Blackberry monthly fees.				2,200		
Recreational & Cultural Services										
Other Purchased Services										

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	Human Services– Youth Services	
Object	Description	Amount
Office Supplies	Basic office supplies	800
Building & Equipment Supplies		
Custodial Supplies		
Grounds Keeping Supplies		
Vehicular Supplies		
Food and Service Supplies		
Medical Supplies		
Public Works Supplies		
Other Supplies & Equipment	A variety of expenses including program materials and food, off-site printing, etc. To purchase books, manuals, and literature regarding youth/family issues	340
Governmental Charges		
Travel & Mileage	Reimbures staff/interns for work-related mileage when using their personal vehicles.  Conferences: To pay for attendance at conferences on youth/family-related topics	825
Dues & Subscriptions	Professional subscriptions	25
<b>6. Total Expenses</b>		<b>5,690</b>
<b>DSR2C</b>		
Capital Equipment Replacement		
<b>7. Total Operating Budget Capital</b>		
<b>8. Total Base Request (Line 5 + Line 6 + Line 7)</b>		<b>241,060</b>

Fiscal Year 2012 Proposed Budget

Department Information DSR1S			
Department	Commission on Disabilities		
Operational Considerations			
<p>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 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 aims to bring about full and equal participation in all aspects of life in the Town for people with disabilities. The Commission's modest budget funds equipment for the handicapped parking patrol, handicapped parking signs, stationary, printing and postage. The past few years the Commission on Disabilities has been instrumental in assisting the many municipal building projects including the Needham High School renovation, 500 Dedham Ave. Public Services Administration Building, High Rock School renovation and the Needham Town Hall renovation project.</p> <p>Funding is received from handicapped parking fines charged to offenders parking in designated handicapped parking spots throughout the Town of Needham. The \$100 fine per offense is put into a revolving fund to be used to provide grants to Needham organizations, schools, and departments to promote disability awareness, advocacy and assist in helping disabled residents. Examples of grants provided include vision enhancing software for the Senior Center, speaker and program fees for disability awareness assemblies at the elementary schools, portable sound amplification systems for Town offices, large print books for the library and assistance to match funds for a health and wellness program for disabled citizens living in housing managed by the Needham Housing Authority. No significant changes are expected to affect revenue.</p>			
<b>Spending Request Recap</b>			
Description	Base Request DSR2S	Additional Request DSR4	Total
Personnel	0	0	0
Expenses	550	0	550
Operating Capital	0	0	0
<b>Total Operating Request</b>	<b>550</b>	<b>0</b>	<b>550</b>
Special Financial Warrant Articles?	YES	NO	How Many?

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2S					
Department		Commission on Disabilities			
DSR2SA					
Staffing: Are the positions shown under section (I) funded in the current year?				Yes	No
I. Salary and Wage Permanent Positions					
	Title	Rate	FTE	Amount	
a.				0	
b.				0	
c.				0	
Sub Total I				0	
II. Seasonal & Temporary Positions and other Salary and Wage Expenses (Itemized Below)					
	Description	Amount			
a.		0			
b.		0			
c.		0			
d.		0			
e.		0			
Sub Total II				0	
A. Total Salary and Wages (I & II)				0	
DSR2SB					
	Object	Description	Amount		
a.	Other supplies and equipment	Mileage and digital camera for handicapped parking patrol, disability related conference and publication fees	450		
b.	Communications	Printing	100		
c.					
d.					
e.					
B. Total Expenses and Operating Capital				550	
C. Total Base Request (A + B)				550	

Fiscal Year 2012 Proposed Budget

Department Information DSR1S			
Department	Historical Commission		
Operational Considerations			
<p>The Historical Commission was created to ensure the preservation, protection, and development of the historical assets that are the visible evidence of the Town of Needham's history. A recent amendment to the Town's by-laws increased the Commission by two members to help spread the work of the Commission out to more persons. The Commission conducts research to identify places of historic or archeological value, and seeks to coordinate the activities of the unofficial bodies organized for similar purposes.</p> <p>The functions of the Historical Commission include assisting residents in obtaining historical information about the Town, reviewing proposed demolition projects in accordance with the Demolition Delay By-law (2.11.5), and working with the Town in the evaluation of the future use of historic buildings.</p> <p>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.</p>			
Spending Request Recap			
Description	Base Request DSR2S	Additional Request DSR4	Total
Personnel			
Expenses	1,050		1,050
Operating Capital			
Total Operating Request	1,050		1,050
Special Financial Warrant Articles?	YES	NO	How Many?
		<input checked="" type="checkbox"/>	

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail									
DSR2S									
Department		Historical Commission							
DSR2SA									
Staffing: Are the positions shown under section (I) funded in the current year?					Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>	
I. Salary and Wage Permanent Positions									
	Title	Rate	FTE	Amount					
a.									
b.									
c.									
Sub Total I									
II. Seasonal & Temporary Positions and other Salary and Wage Expenses (Itemized Below)									
	Description	Amount							
a.									
b.									
c.									
d.									
e.									
Sub Total II					0				
A. Total Salary and Wages (I & II)									
DSR2SB									
	Object	Description	Amount						
a.	Communication	Copying, postage	50						
b.	Office Supplies	Office supplies, markers	1,000						
c.									
d.									
e.									
B. Total Expenses and Operating Capital					1,050				
C. Total Base Request (A + B)					1,050				

Fiscal Year 2012 Proposed Budget

Department Information DSR1	
Department	Library
<b>Operational Considerations</b>	
<p>For the major part of FY10 library business increased over FY09. Circulation for the year increased by 3.6% over the previous fiscal year, setting a new record of high of 580,611 items checked out, 20,375 more than FY09. As of this writing, circulation seems to have leveled off. Network transfers and inter-library loans increased by 12.2%. 11,925 items were added to the collections and 5,010 were withdrawn for a net increase of 6,915. The library's holdings numbered 163,084 at the end of FY10. For FY11 the library has encumbered \$68,547 of its State Aid Fund to cover the salaries of the people who were hired to handle the increased level of business and allow the library to open at 9:00 a.m. on Monday through Friday. There are DSR4 requests to make these salaries part of the library's regular budget. There are also DSR4 requests for funds to be incorporated into the library's budget for an increase in the materials (books, periodicals, AV) budget, Bookletters software, and museum pass reservation software. The latter two items are being paid for by the State Aid Account. As State funds dwindle, so does the yearly State Aid allotment.</p> <p>The DSR2 base budget request includes a salary reduction of \$13,198, the result of staff turnover. Even with this decrease the part-time request is up slightly (\$2,333—.1 FTE). This is caused by the calendar. The part-time cost is higher on certain days (the busier ones) and the library will be open on more of these busy days in FY12 than in FY11. The \$416 increase in Professional &amp; Technical Services includes an anticipated minimal rise in the Minuteman Library Network membership fee (\$533). Minuteman struggles each year to keep its membership costs from increasing. The rest of the increase (\$66) is for the rising cost of microfilm storage at Iron Mountain. These are the only budget changes from FY11. The total FY12 budget request of \$1,320,905 is \$12,782 less than the FY11 budget. Unfortunately, this is \$30,802 short of the amount needed for certification by the Mass. Board of Library Commissioners. To retain certification the library must:</p> <ol style="list-style-type: none"> <li>1. Be open 59 hours per week</li> <li>2. Receive a town-appropriated budget that is 2.5% higher than the average of the 3 previous years. For FY12 that figure is \$1,351,706</li> <li>3. Spend 13% of its total budget on library materials</li> </ol> <p>The MBLC has a waiver process; failure to obtain a waiver will mean decertification and loss of the State Aid payment (\$29,040). The library is already depending on its State Aid account to make up several salary shortfalls and to pay for two computer software programs that have become integral to the efficient functioning of the library (see DSR4 requests). During FY10 the library spent \$20,207.45 from the State Aid account. Expenses covered included museum passes (\$3,515), library programs (\$6,857.45), software (\$1,835), and parking lot rental (\$8,000).</p> <p>FY10 Trust Fund expenses totaled \$62,003.38 and were covered by \$63,337 in donations and \$14,300.46 in interest. The staff is still in the process of spending the Friends of the Library FY10 donations. The largest portion of the trust funds (\$31,312.70) was spent on library materials and the Children's Room makeover (\$10,986.39). Reflective of the economy is the fact that Trust Fund interest keeps decreasing each year.</p>	

Fiscal Year 2012 Proposed Budget

Department Information DSR1					
Department		Library			
Performance Factors					
<p>Utilizing library trust funds and with help from the Public Facilities Department and the Friends of the library, in FY10 the Children's Room Play Area improvements were completed. Supporting columns and walls were painted, the "wave" was removed, two love seats were purchased, and a puppet theater, fanciful book stack ends, and a mural were installed. Everyone is pleased with the improvements.</p> <p>The ability to handle the increased circulation performance measure delineated in "Operational Considerations" was helped considerably with the installation of a self-check station in November 2009. From modest beginnings of 2,956 items checked out at the self-check station in November 2009, usage grew to more than 6,000 items a month being self-checked. The total number for FY10 was 36,304.</p> <p>Improving the loan/borrow network transfer/inter-library loan ratio continued in FY10. With the staff checking the library's shelves several times a day for items requested by Needham residents utilizing their home computers and the continued collection building that is being accomplished with the Capital Materials request, the gap has been further narrowed. The following chart illustrates the steady improvement being made, despite the fact that request numbers keep rising.</p>					
	Items borrowed from other libraries	% of total	Items loaned to other libraries	% of total	Gap
FY07	45,870	59.6%	31,138	40.4%	19.2%
FY08	47,125	55.9%	37,210	44.1%	11.8%
FY09	56,798	53.4%	49,489	46.6%	6.8%
FY10	62,063	52.0%	57,286	48.0%	4.0%
<p>The library tracks many other measures of its business and produces both a monthly and a yearly statistical report. Each year the library files a detailed statistical report with the Mass. Board of Library Commissioners.</p> <p>The performance measures for FY12 will include:</p> <ul style="list-style-type: none"> <li>Network transfer/inter-library loan gap elimination</li> <li>Promotion of self-check</li> <li>Improved publicity</li> <li>Sponsoring culturally diverse programs</li> <li>Purchasing world language materials</li> </ul>					

Fiscal Year 2012 Proposed Budget

Department Information DSR1						
Department		Library				
Spending Request Recap						
Description	Base Request DSR2	Additional Request DSR4			Total	
Personnel	1,059,646	60,309			1,119,955	
Expenses	261,259	31,925			293,184	
Operating Capital	0	0			0	
<b>Total Operating Request</b>						
	1,320,905	92,234			1,413,139	
Special Financial Warrant Articles?		YES		NO	X	How Many?

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2										
Department					Library					
Object					Description			Amount		
DSR2A										
Personnel	FY 2010			FY 2011			FY 2012			
	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)	
	14	40	22.6	14	40	22.6	14	40	22.7	
Do the FTE totals above include seasonal and temporary positions included under line 3 (see below)?							Yes	X	No	
1. Salary and Wage Permanent Positions.								797,516		
2. Other Salary and Wage Expenses for Permanent Positions – (Itemized Below)										
a.										
b.										
c.										
d.										
e.										
f.										
<b>Sub Total 2</b>										
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.	Included with this budget request are two sheets that delineate the library's part-time staff. One is a chart of Monday through Saturday part-time hours. The other is a page that shows the Sunday part-time hours.									
b.	Part-time Monday through Saturday							233,938		
c.	Sunday part-time hours (time and a half)							28,192		
d.										
e.										
f.										
<b>Sub Total 3</b>								262,130		
4. Salary and Wage Overtime (Itemized Below)										
a.										
b.										
c.										
d.										
e.										
f.										
<b>Sub Total 4</b>										
5. Total Salary and Wages (1+2+3+4)								1,059,646		
DSR2B										
Object					Description			Amount		
Energy										
Repairs & Maintenance Services					Equipment repairs and copy machine maintenance 1,489			2,096		
					Computer hardware maintenance 607					
Rental & Leases					Postage meter rental 533			1,633		
					Computer software licenses 1,100					
Other Property Related Services										

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2			
Department	Library		
Object	Description	Amount	
Professional & Technical Services	Minuteman Library Network	52,350	58,243
	Bindery	4,568	
	Iron Mountain and NEDCC	325	
	Other	1,000	
Communications	Postage	2,065	2,573
	Printing	508	
Recreational & Cultural Services			
Other Purchased Services			
Office Supplies	Paper (copier and other), pens, pencils, printer cartridges, calendars, file folders, etc.		6,545
Building & Equipment Supplies			
Custodial Supplies			
Grounds Keeping Supplies			
Vehicular Supplies			
Food and Service Supplies			
Medical Supplies			
Public Works Supplies			
Other Supplies & Equipment	Supplies for processing books, periodicals, and AV items	6,096	189,437
	Library materials budget:		
	Newspapers, periodicals, microfilm	19,812	
	Books	121,263	
	Audiovisual	36,576	
	Databases	<u>5,690</u>	
		<u>183,341</u>	
Governmental Charges			
Travel & Mileage	Conference in-state	142	442
	Mileage	300	
Dues & Subscriptions	American Library Association Membership		290
<b>6. Total Expenses</b>			<b>261,259</b>
<b>DSR2C</b>			
Capital Equipment Replacement			
<b>7. Total Operating Budget Capital</b>			
<b>8. Total Base Request (Line 5 + Line 6 + Line 7)</b>			<b>1,320,905</b>

Fiscal Year 2012 Proposed Budget

FY12 LIBRARY PART-TIME HOURS

	Adult Ref	Adult Circ	Adult Page	CR Ref	Cr Page	Tech Serv	Hours Total	Amount
Monday (43)	391.5 h 7,775.19	1,075 h 16,479.75	365.5 h 3,157.92	129 h 2,561.94	215 h 1,875.60		2,176	31,832.40
Tuesday (52)	364 h 7,229.04	1,430 h 21,921.90	442 h 3,818.88	163 h 3,237.18	260 h 2,246.40	416 h 6,377.28	3,075	44,830.68
Wednesday (52)	364 h 7,229.04	1,014 h 15,544.62	442 h 3,818.88	338 h 6,712.68	260 h 2,246.40	416 h 6,377.28	2,834	41,928.90
Thursday (51)	315 h 6,255.90	841.5 h 12,900.20	433.5 h 3,745.44	178.5 h 3,545.01	255 h 2,203.20	408 h 6,254.64	2,431.5	34,904.39
Friday (52)	338 h 6,712.68	806 h 12,355.98	338 h 2,920.32	156 h 3,098.16	260 h 2,246.40	416 h 6,377.28	2,314	33,710.82
Saturday-Winter (37)	196 h 3,892.56	1,036 h 15,881.88	296 h 2,557.44	133 h 2,641.38	111 h 959.04		1,772	25,932.30
Saturday-Summer(16)	224 h 4,448.64	448 h 6,867.84	128 h 1,105.92	112 h 2,224.32	48 h 414.72		960	15,061.44
Vac Fill-ins	112 h 2,224.32	73.5 h 1,126.76		31.5 h 625.59			217	3,976.67
Training/Meeting	50 h 993.00	50 h 766.50					100	1,759.50
Total Hours FTE	2,354.5 h 1.2	6,774 h 3.46	2,445 h 1.25	1,241 h .63	1,409 .72	1,656 .85	15,879.5 8.11 FTE	233,937.10
Total \$	46,760.37	103,845.43	21,124.80	24,646.26	12,173.76	25,386.48		

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 a separate sheet. FTE including Sundays is 8.74

Fiscal Year 2012 Proposed Budget

Performance Improvement Funding Request DSR4			
Department	Library		
Title	Part-Time Children's Librarians	Priority	1
DSR4			
Expenditure Classification	Frequency		Total
	Recurring	One-Time	
Salary and Wage	29,939		29,939
Expenses			
Operating Capital			
Total Request			29,939
Budgetary Considerations		YES	NO
1. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?			X
2. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?			X
3. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?			X
4. Does the request support activities which produce revenue for the Town?			X
5. If the request is not approved, will Town revenues be negatively impacted?			X
6. Is there an increased exposure for the Town if the request is not approved?			X
7. Is specialized training or licensing required (beyond the initial purchase)?			X
8. If applicable, will the item(s) being replaced be retained by the Town?			X
9. Does this request address a documented health or safety issue?			X
<i>All "YES" responses must be explained in the narrative</i>			
Description and Explanation			
<p>For many years, hiring a full-time Children's Librarian was the library's number 1 DSR4 request. In place of adding a full-time Children's Librarian the library is requesting funding for two part-time positions:</p> <p>1 – 19 hours a week to handle all the children's programming.  19 hours x 52 weeks=988 hours x 19.8525 per hour= \$19,615</p> <p>2 – 10 hours a week in additional help at the Children's Reference Desk  10 hours x 52 weeks=520 hours x 10.8525 per hour= 10,324</p> <p style="text-align: right;">Total \$29,939</p> <p>Quality programming is an essential service for a successful Children Room operation. Programming is currently being done by a part-time children's librarian. Her hours are funded by the library's 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). The ten hours of additional help at the Children's Reference Desk will allow the Children's Supervisor extra time to catalog the increasing backlog of children's materials.</p>			

Fiscal Year 2012 Proposed Budget

Performance Improvement Funding Request DSR4			
Department	Library		
Title	Circulation Desk 10 Hours of Part-Time Help	Priority	2
DSR4			
Expenditure Classification	Frequency		Total
	Recurring	One-Time	
Salary and Wage	7,968		7,968
Expenses			
Operating Capital			
Total Request			7,968
Budgetary Considerations		YES	NO
1. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?			X
2. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?			X
3. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?			X
4. Does the request support activities which produce revenue for the Town?			X
5. If the request is not approved, will Town revenues be negatively impacted?			X
6. Is there an increased exposure for the Town if the request is not approved?			X
7. Is specialized training or licensing required (beyond the initial purchase)?			X
8. If applicable, will the item(s) being replaced be retained by the Town?			X
9. Does this request address a documented health or safety issue?			X
<i>All "YES" responses must be explained in the narrative</i>			
Description and Explanation			
<p>Part-time, non-benefited position            10 hours per week x 52 weeks = 520 hours x 15.3228 per hour = 7,968</p> <p>This request was originally for 20 hours per week of part-time hours at the Circulation Desk. 10 of the hours were funded in FY10; the request is for the remaining 10 hours. Check/In and Check/Out at the library's Circulation Desk continues to increase. It began with the opening of the new building in March of 2006 and has continued to the present time. Circulation increased in FY06 by 18.1%; FY07 by 20.1%; FY08 by 6.3%; FY09 by 13.6%; and FY10 by 3.6%. The extra hours of part-time help are needed to handle the morning check-in of materials returned in the return boxes during the hours that the library is closed and to check-in materials returned through the State's delivery system (18 to 25 crates a day). Checking in materials in a timely manner is essential to the success of the library's operation. The library relies on a quick turnaround of materials to compensate for an inadequate materials budget. As keeping up with the increased level of business was impossible, the library trustees voted to fund these hours through the State Aid account. Continued use of this fund</p>			

Fiscal Year 2012 Proposed Budget

Performance Improvement Funding Request DSR4			
Department	Library		
Title	Circulation Desk 10 Hours of Part-Time Help	Priority	2
<p>for salary items will totally deplete the fund in a few years (see enclosed State Aid account statement). State Aid payments will decline again this year. In FY09 the library received \$38,809.36. This figure dropped to \$29,251.05 in FY10—a 24.6% decline. As of this writing, the expected amount for FY11 is \$29,040. Without these hours of help at the Circulation Desk, materials to be checked in will pile up and not be available to customers.</p>			

Fiscal Year 2012 Proposed Budget

Performance Improvement Funding Request DSR4																		
Department	Library																	
Title	9:00 a.m. Opening Funding	Priority	3															
DSR4																		
Expenditure Classification	Frequency		Total															
	Recurring	One-Time																
Salary and Wage	13,579		13,579															
Expenses																		
Operating Capital																		
Total Request			13,579															
Budgetary Considerations		YES	NO															
1. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?			X															
2. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?			X															
3. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?			X															
4. Does the request support activities which produce revenue for the Town?			X															
5. If the request is not approved, will Town revenues be negatively impacted?			X															
6. Is there an increased exposure for the Town if the request is not approved?			X															
7. Is specialized training or licensing required (beyond the initial purchase)?			X															
8. If applicable, will the item(s) being replaced be retained by the Town?			X															
9. Does this request address a documented health or safety issue?			X															
<i>All "YES" responses must be explained in the narrative</i>																		
Description and Explanation																		
<p>Part-time, non-benefited positions:</p> <table> <tr> <td>Reference Department—</td> <td>97 hours x 19.8525 per hour =</td> <td>1,926</td> </tr> <tr> <td>Children's Department—</td> <td>201 hours x 19.8525 per hour =</td> <td>3,991</td> </tr> <tr> <td colspan="3">(if a full-time Children's Librarian is approved, the Children's hours can be reduced by 104 hours, \$2,065)</td> </tr> <tr> <td>Circulation Department—</td> <td>500 hours x 15.3228 per hour =</td> <td>7,662</td> </tr> <tr> <td></td> <td style="text-align: right;">Total</td> <td>13,579</td> </tr> </table> <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. After observing the 15 to 30 people waiting to be let in at 10:00 a.m. every weekday morning, the Board of Trustees voted to use State Aid funds to pay for the extra part-time help necessary to open at 9:00 a.m. Part-timers originally scheduled to begin work at 10:00 a.m. now come at 9:00 a.m. Opening at 9:00 a.m. has proven to be extremely popular with the public. In a survey distributed in March of 2010, the 9:00 a.m. opening received overwhelming</p>				Reference Department—	97 hours x 19.8525 per hour =	1,926	Children's Department—	201 hours x 19.8525 per hour =	3,991	(if a full-time Children's Librarian is approved, the Children's hours can be reduced by 104 hours, \$2,065)			Circulation Department—	500 hours x 15.3228 per hour =	7,662		Total	13,579
Reference Department—	97 hours x 19.8525 per hour =	1,926																
Children's Department—	201 hours x 19.8525 per hour =	3,991																
(if a full-time Children's Librarian is approved, the Children's hours can be reduced by 104 hours, \$2,065)																		
Circulation Department—	500 hours x 15.3228 per hour =	7,662																
	Total	13,579																

Fiscal Year 2012 Proposed Budget

Performance Improvement Funding Request DSR4			
Department	Library		
Title	9:00 a.m. Opening Funding	Priority	3
approval. The 9:00 a.m. opening results in less use of the outside return slots and, therefore, less damage to library materials and less work for the staff who empty the return bins.			

Department Submission

Fiscal Year 2012 Proposed Budget

Performance Improvement Funding Request DSR4			
Department	Library		
Title	Network Transfer Pick List Page Hours	Priority	4
DSR4			
Expenditure Classification	Frequency		Total
	Recurring	One-Time	
Salary and Wage	8,823		8,823
Expenses			
Operating Capital			
Total Request			8,823
Budgetary Considerations		YES	NO
1. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?			X
2. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?			X
3. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?			X
4. Does the request support activities which produce revenue for the Town?			X
5. If the request is not approved, will Town revenues be negatively impacted?			X
6. Is there an increased exposure for the Town if the request is not approved?			X
7. Is specialized training or licensing required (beyond the initial purchase)?			X
8. If applicable, will the item(s) being replaced be retained by the Town?			X
9. Does this request address a documented health or safety issue?			X
<i>All "YES" responses must be explained in the narrative</i>			
Description and Explanation			
<p>Part-time, Non-benefited position:            19 hours a week x 52 weeks = 988 hours x 8.93 per hour = 8,823</p> <p>This is a request to hire a 19-hour-a-week page to do the Network Transfer Pick List. The Pick List is a multi page list of Needham items to be sent to other libraries to fill requests. During FY10 Needham provided 57,286 items to other libraries (and received 62,063). This is an average of 220 items per day (the list is run on Monday through Friday). The items sent figure represents an increase of 15.8% for FY10 over FY09 (see "network Transfers" chart for a multi-year history of items loaned to other libraries). The person working these 19 hours also unpacks the library's return bins every morning. These hours are currently being funded by the library's State Aid Account. Continued use of this account for salary items will totally deplete the fund in a few years (see enclosed "State Aid Account" statement.</p>			

Fiscal Year 2012 Proposed Budget

Performance Improvement Funding Request DSR4			
Department	Library		
Title	Library Materials Increase	Priority	5
DSR4			
Expenditure Classification	Frequency		Total
	Recurring	One-Time	
Salary and Wage			
Expenses	30,000		30,000
Operating Capital			
Total Request			30,000
Budgetary Considerations		YES	NO
1. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?		X	
2. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?			X
3. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?			X
4. Does the request support activities which produce revenue for the Town?			X
5. If the request is not approved, will Town revenues be negatively impacted?			X
6. Is there an increased exposure for the Town if the request is not approved?			X
7. Is specialized training or licensing required (beyond the initial purchase)?			X
8. If applicable, will the item(s) being replaced be retained by the Town?			X
9. Does this request address a documented health or safety issue?			X
<i>All "YES" responses must be explained in the narrative</i>			
Description and Explanation			
<p>#1. Additional library materials will require additional covers, barcodes, tape, etc. and will be paid for by either the library's "Other Supplies" account or Trust Funds.</p> <p>This is a request to add \$30,000 to two sections of the library's Materials Budget—Books (5582) and audiovisual (5583). The current budget remains inadequate, as it has been for several years. Circulation of materials continues to increase (FY06—18.1%; FY07—20.1%; FY08—6.3%; FY09—13.6%; FY10—3.6%). FY08, FY09, FY10, and FY11 Capital appropriations have allowed the library to replace many lost and worn-out items and to do some needed collection building in subjects where the demand was high but the materials were lacking. However, an ongoing adequate materials budget is needed to keep up with the demands of Needham's citizens. In FY10 the library borrowed 62,063 items from other libraries to fill requests for Needham residents (see "network Transfers" chart for a multi-year history of items borrowed for Needham requests). This is an average of 1,193 items a week that must be unpacked from the delivery bins, checked in at the circulation desk (this action triggers the reserve notice), filed on the reserves shelves, and, finally, checked out to a</p>			

Fiscal Year 2012 Proposed Budget

Performance Improvement Funding Request DSR4			
Department	Library		
Title	Library Materials Increase	Priority	5
<p>patron. When the patron returns the item, it must be checked in, labeled, and packed in a delivery bin for transport to the library that loaned the item. This is a labor-intensive, time-consuming process. If the library had an adequate materials budget, it would not be necessary to borrow so many items. An adequate materials budget would provide Needham citizens with their materials faster, and there would be time-saving, with less packing and unpacking of materials borrowed from other libraries.</p>			

Fiscal Year 2012 Proposed Budget

Performance Improvement Funding Request DSR4			
Department	Library		
Title	Bookletters Software	Priority	6
DSR4			
Expenditure Classification	Frequency		Total
	Recurring	One-Time	
Salary and Wage			
Expenses	1,200		1,200
Operating Capital			
Total Request			1,200
Budgetary Considerations		YES	NO
1. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?			X
2. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?			X
3. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?			X
4. Does the request support activities which produce revenue for the Town?			X
5. If the request is not approved, will Town revenues be negatively impacted?			X
6. Is there an increased exposure for the Town if the request is not approved?			X
7. Is specialized training or licensing required (beyond the initial purchase)?			X
8. If applicable, will the item(s) being replaced be retained by the Town?			X
9. Does this request address a documented health or safety issue?			X
<i>All "YES" responses must be explained in the narrative</i>			
Description and Explanation			
<p>This is a request for the Town to fund an electronic service that is currently being paid by the library's State Aid Account. The service allows the library to tap into a more than 4 million book, audiobook, and movie database that generates brief annotations, in-depth reviews, author biographies, book discussion guides, and more. This tool assists Needham resident in making reading, listening, and viewing choices. It is a great help to the many book discussion groups in Needham</p>			

Fiscal Year 2012 Proposed Budget

Performance Improvement Funding Request DSR4			
Department	Library		
Title	Museum Pass Reservation Software	Priority	7
DSR4			
Expenditure Classification	Frequency		Total
	Recurring	One-Time	
Salary and Wage			
Expenses	725		725
Operating Capital			
Total Request			725
Budgetary Considerations		YES	NO
1. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?			X
2. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?			X
3. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?			X
4. Does the request support activities which produce revenue for the Town?			X
5. If the request is not approved, will Town revenues be negatively impacted?			X
6. Is there an increased exposure for the Town if the request is not approved?			X
7. Is specialized training or licensing required (beyond the initial purchase)?			X
8. If applicable, will the item(s) being replaced be retained by the Town?			X
9. Does this request address a documented health or safety issue?			X
<i>All "YES" responses must be explained in the narrative</i>			
Description and Explanation			
<p>The library offers the use of eighteen museum passes to Needham residents. To reserve a pass, a resident can (1) come to the library or telephone the library and talk to a staff member who uses the Museum Pass Reservation Software program to check pass availability and make reservations or (2) click on the library's page on the Town's website, review the list of passes and the dates available and make his/her own reservation. Having this software program installed has saved the Circulation Desk staff countless hours of dealing with museum pass information and reservations. Two-thirds of the more than 160 monthly reservations are now being made online by patrons. Currently, the \$725 yearly fee for the Museum Pass Reservation software is being paid by the library's State Aid account.</p>			

Fiscal Year 2012 Proposed Budget

Department Information DSR1	
Department	Park and Recreation Department
Operational Considerations	
<p><b>Environment and Facilities:</b> <b>A.</b> Increased public demand for quality outdoor areas, including creation or improvement of (1) athletic fields, (2) trails, (3) playgrounds, (4) bike paths, (5) swim facilities, (6) ice hockey facility, (7) basketball courts, (8) fishing facilities, (9) skate board facility. <b>B.</b> Increased public demand to control Canada Geese. <b>C.</b> Increased public demand to solve issues related to trash. <b>D.</b> Increased public demand for clean water in ponds. <b>E.</b> Equivalent amount of public demand to create a public dog park vs. eliminate unleashed dogs and their feces from public parks. <b>F.</b> Increased public demand for replacement or addition of fences.</p> <p><b>Rosemary Pool:</b> This has been a difficult year for the pool. One Needham resident appealed the permit to drain Rosemary Lake, and the DEP appeal process did not allow for the annual draindown of Rosemary Lake. The DPW did a phenomenal job assisting Park and Recreation with an alternate cleaning plan, but thorough cleaning and painting could not be done under water and the alternate plan cannot be used for Summer 2011. The appeal process is still underway as this is written, and it is not known if Rosemary Pool will be able to open in Summer 2011.</p> <p><b>Programs:</b> The greatest need for the programs is additional space for hosting programs. It is becoming harder for the department to schedule the summer programs in schools, and it remains difficult finding space throughout the year, particularly during the school day. The additional meeting space at PSAB has helped to provide appropriate locations for staff training sessions. Our department currently has partnerships with St. Sebastian's for use of the ice rink for skating lessons, the Needham Housing Authority for the Itsy Bitsy Arts program, and North Hill for our ballet program.</p> <p><b>Program Staff:</b> One member of the full-time staff left to work for another department in December 2009, and the position was left vacant during the budgeting period. During that time, the Director worked with Human Resources to convert a Department Assistant 2 position into a newly created Recreation Supervisor position. Duties will be more evenly divided between the Director, Assistant Director and Recreation Supervisor. A summer program supervisor position was eliminated to provide the additional funds needed for the Recreation Supervisor position. The Recreation Supervisor will provide some staff assistance to the Needham Cultural Council's New Years Needham events, and the Assistant Director has been working with the Needham 300 committee.</p> <p><b>Health:</b> 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 <i>Eat Well, Be Fit, Needham</i> 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. The Assistant Director is the Chair of the Tercentennial subcommittee on healthy programs, and will be overseeing the promotion of many events in the community. The department has also had to spend more time educating the public on the actions that they take that have an effect on the health of others. Most prominent is the concern of the spread of bacteria, including e-coli, in the pool, and the safe use of athletic fields, including warmer synthetic turf fields.</p> <p><b>Communication:</b> Despite the daily attention to communication, particularly with residents, the demand for more information continues to increase. The department</p>	

Fiscal Year 2012 Proposed Budget

Department Information DSR1	
Department	Park and Recreation Department
<p>regularly utilizes the following communication resources: 3 seasonal brochures, Town's web site, recorded information, local and regional newspapers (Needham Times, Patch.com, Hometown Weekly, and The Boston Globe), Needham Channel, school newsletters, and information mailings. On the Town's web site, <i>Field Status</i> is located prominently on each page, and utilizing the site's <i>Notify Me</i> section allows the department to reach out quickly with information on program cancellations, field status, and construction updates.</p> <p>On-line registration has been well-received with the majority of our customers choosing that method for registration. The amount of paperwork and mailing that our office has done in the past has been reduced, as have the number of phone calls. The department's printing and postage costs have been reduced. The software has features that allow us to quickly send out messages to participants of individual programs, particularly helpful when there are weather cancellations.</p> <p><b>Fees:</b> 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 November. 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 <i>Field Maintenance Fee</i>, utilized for athletic field improvements. The department has strived to recover costs related to services that residents choose, including most programs. The percent of revenue vs. expenses rose until the late 1990's when the budget received funds for maintaining school playgrounds. The playground structures do not have a dedicated revenue stream. We now also have budgeted funds for park building restroom cleaning which does not have dedicated revenue. The operating budget has funds for the major summer programs, Rosemary Pool, and some costs for the parks, primarily spent on playground maintenance. Fees charged for Rosemary Pool, the major summer programs and the <i>Field Administration Fee</i> are deposited into the Town's General Fund. The Summer 2010 Programs maintained their attendance rates from the prior summer. The majority had slightly higher attendance rates. The number of requests for fee assistance remained consistent with Summer 2009, generating a loss of revenue, again, of approximately \$9,000. The average in prior years has been \$4,000. Pool information is reported under Performance Factors.</p> <p><b>Revolving Fund:</b> 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 <i>Field Maintenance Fee</i>, Tennis Badge Fee, Memorial Park Lights Fee, DeFazio Park Lights Fee, Claxton Lights Fee, and the Carleton Pavilion Fee. Most programs in the Revolving Fund also contribute a small portion of their fees to the Town's General Fund in an effort to reflect the office staff members' time spent on Revolving Fund Programs.</p> <p><b>Expenses:</b> The cost of operating the pool and programs, in general have increased, but due to our efforts to reduce costs where possible, including the savings generated through the new registration software program, Park and Recreation is able to handle the increased costs within the existing budget. The staff of the DPW and Public Facilities are assisting whenever possible, to decrease the need for contractors, with Park and Recreation absorbing the costs related to overtime and supplies as needed.</p>	

Fiscal Year 2012 Proposed Budget

Department Information DSR1						
Department		Park and Recreation Department				
Performance Factors						
<p><b>FY2011 Report:</b> The performance goal was to increase the number of patrons at Rosemary Pool, using revenue and attendance figures to compare. The Summer of 2010 was as challenging as the last two summers! The DPW replaced the two major pumps in the filter room, making the filtering process more efficient. Due to an appeal of our draining permit, the lake and pool could not be drained. An alternate plan for cleaning the pool was put together. A permit to open the pool was given, but the MA Department of Public Health and the Needham Health Department will not issue a permit for Summer 2011 unless the pool can be thoroughly cleaned and painted. The alternate process created a delay in opening the pool. The major difference between Summer 2010 vs. 2009 and 2008 was the weather. In 2009, there were 20 days of low attendance due to the weather and 24 days in 2008, but in 2010, there were only 8 low attendance days, which is closer to the average. More season passes were sold in 2010 (329) vs. 2009 (315) and 2008 (290), but interestingly, less were sold at "early bird rates" and more were sold at the full season rate. The total attendance number for 2010 was 16,218, an increase from 2009 (10,444) and 2008 (15,092). The number of participants in swim lessons increased with 414 in Summer 2010 vs. 336 in Summer 2009. The number of requests for free pool passes for Needham residents remained consistent with the 2009 requests, though still higher than in previous years. The estimated loss of revenue is \$14,000. So, despite the challenges, some that had never been handled in the prior 37 years of the pool's existence, Rosemary Pool had many successes this summer. Though the staff worked hard to achieve these successes, the weather was a major factor!</p> <p><b>FY 2012 Performance Goal:</b> In recent years, the Town completed a Master Plan for Trails. Without a staff person dedicated to the plan, many goals and objectives have not been achieved. Through the re-organization of the administrative staff in the Park and Recreation office, the Assistant Director will now assume some direct responsibility for the implementation of the plan. Achievements will be measured through a comparison to the goals and objectives, as well as the number of volunteer projects that occur during the year.</p>						
Spending Request Recap						
Description	Base Request DSR2	Additional Request DSR4			Total	
Personnel	440,395	0			440,395	
Expenses	110,875	0			110,875	
Operating Capital	0	0			0	
<b>Total Operating Request</b>	<b>551,270</b>	<b>0</b>			<b>551,270</b>	
Special Financial Warrant Articles?	YES		NO	X	How Many?	0

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2										
Department				Park and Recreation Department						
Object				Description				Amount		
DSR2A										
Personnel	FY 2010			FY 2011			FY 2012			
	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	0	4	4	0	4	4	0	4	
Do the FTE totals above include seasonal and temporary positions included under line 3 (see below)?							Yes		No	X
1. Salary and Wage Permanent Positions.								243,663		
2. Other Salary and Wage Expenses for Permanent Positions – (Itemized Below)										
a.										
b.										
c.										
d.										
e.										
f.										
Sub Total 2										
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.	<b>Rosemary Pool:</b> Rec Spec 5 (1); Rec Spec 4 (2); Rec Spec 3 (4); Rec Spec 2 (15). 10 week season, training, pre-season maintenance							107,110		
b.	<b>Summer Programs:</b> Rec Spec 5 (1); Rec Spec 2 (5); Rec Spec 1 (20) 8 week season; training; pre-season set-up							86,482		
c.										
d.										
e.										
f.										
Sub Total 3									193,592	
4. Salary and Wage Overtime (Itemized Below)										
a.	Recreation Supervisor: 60 hours overtime							1,280		
b.	Administrative Specialist: 40 hours overtime							860		
c.	DPW Project Assistance Overtime							1,000		
d.										
e.										
f.										
Sub Total 4									3,140	
5. Total Salary and Wages (1+2+3+4)								440,395		
DSR2B										
Object				Description				Amount		
Energy				Gas (1,000)				10,200		
				Electric (9,200)						
Repairs & Maintenance Services				Plumber: (2,800)				15,600		
				Pump Specialist: (2,500)						
				Pool Cleaning: (1,200)						
				Electrician: (500)						
				Playground Maintenance: (8,000)						
				Repairs: fence, carpentry (600)						
Rental & Leases								0		

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	Park and Recreation Department	
Object	Description	Amount
Other Property Related Services	Park Building Custodial Services	9,000
Professional & Technical Services	Water Testing: (1000) Training: CPR/First Aid, Staff, Lifeguard (1,000)	2,000
Communications	Phones: land & cell (3,000) Printing: brochure, forms (2,500) Postage: (2,000) Legal Notices: (300)	7,800
Recreational & Cultural Services	Special Events	1,800
Other Purchased Services	Bus Rentals: (2,500) Misc: equipment repair, pest control, assistance with state permits, pond treatment: (1,200)	3,700
Office Supplies	Office Supplies	1,200
Building & Equipment Supplies	Pool Paint: (6,000) Chlorine: (11,500) DE: (14,500) Pool Supplies: (1,500) Misc Repair Supplies: (325)	33,825
Custodial Supplies	Pool custodial supplies	800
Grounds Keeping Supplies	Playground safety surfacing and supplies (12,000)	12,000
Vehicular Supplies	Gas, oil	200
Food and Service Supplies	Program snacks	2,500
Medical Supplies	First Aid supplies	200
Public Works Supplies		0
Other Supplies & Equipment	Staff/volunteer shirts <i>state requirement for pool</i> (1,800) Lifeguard uniform reimbursement <i>state requirement</i> (700) Pool Badges/admission bands (1,200) Red Cross Certificates (150) Safety Equipment (400) Arts & Crafts materials (1,500) Program equipment (1,000) Training materials (100)	6,850
Governmental Charges		0
Travel & Mileage		2,500
Dues & Subscriptions		700
<b>6. Total Expenses</b>		<b>110,875</b>
<b>DSR2C</b>		
Capital Equipment Replacement		0
<b>7. Total Operating Budget Capital</b>		<b>0</b>
<b>8. Total Base Request (Line 5 + Line 6 + Line 7)</b>		<b>551,270</b>

Fiscal Year 2012 Proposed Budget

Department Information DSR1S			
Department	Trustees of Memorial Park		
Operational Considerations			
<p>The primary operating costs for the Memorial Park building and the athletic fields are in the DPW Parks and Forestry budget, with a small portion now under Park and Recreation.</p> <p>The primary costs related to the building include electricity and heat and they are funded under the Parks and Forestry budget. As of 10/1/08, Park and Recreation assumed the responsibility for restroom cleaning. ISS Facilities Services was awarded a 5 year contract for cleaning park restrooms, including all of those located at the Memorial Park building. User groups are responsible for cleaning the concession room, second floor meeting spaces, and storage rooms. Public Facilities purchased a new vacuum cleaner in 2007 for this purpose. Efforts are made to reduce use of the building during the winter to reduce the expense of the electrical heat.</p> <p>The Trustees of Memorial Park have a food concession revolving fund with a cap of \$4,100. They have not charged a concession fee in recent years, as the groups using the concession room have been making donations towards projects at the park. The Trustees are in the process of developing a project with donors that will rejuvenate the concession room, making it easier for the volunteer groups to utilize, and providing more energy efficient kitchen appliances.</p> <p>In FY'08, the operating budget was increased by \$250, to provide additional funds for landscaping around the memorial areas and for supplies related to the memorials within the building. An Eagle Scout rehabilitated the gazebo in 2008 to add to the safety and beauty of the park. The garden at the corner of the park is primarily maintained through volunteer labor and donations. Plans were initiated this fall to do a major restoration of the garden area, with a local landscape company overseeing the work by some high school students, including an Eagle Scout candidate.</p> <p>The Fields of Dreams project is completed at Memorial Park, with donated improvements estimated at \$2 million. The Public Facilities Department has a list of projects related to the building on their work order list, and Public Works has overseen a project that added protective netting around the 90' diamond.</p>			
Spending Request Recap			
Description	Base Request DSR2S	Additional Request DSR4	Total
Personnel			
Expenses	750		750
Operating Capital			
<b>Total Operating Request</b>	<b>750  </b>	<b>  </b>	<b>750  </b>
Special Financial Warrant Articles?	YES	NO	How Many?
		<input checked="" type="checkbox"/>	0

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail						
DSR2S						
Department		Trustees of Memorial Park				
DSR2SA						
Staffing: Are the positions shown under section (I) funded in the current year?					Yes	No
<b>I. Salary and Wage Permanent Positions</b>						
	Title	Rate	FTE	Amount		
a.						
b.						
c.						
<b>Sub Total I</b>				N.A.		
<b>II. Seasonal &amp; Temporary Positions and other Salary and Wage Expenses (Itemized Below)</b>						
	Description			Amount		
a.						
b.						
c.						
d.						
e.						
<b>Sub Total II</b>						
<b>A. Total Salary and Wages (I &amp; II)</b>				N.A.		
DSR2SB						
	Object	Description		Amount		
a.	Groundskeeping Supplies			400		
b.	Maintenance			350		
c.						
d.						
e.						
<b>B. Total Expenses and Operating Capital</b>				750		
<b>C. Total Base Request (A + B)</b>				750		

Fiscal Year 2012 Proposed Budget

Department Information DSR1	
Department	Department of Public Works/RTS Enterprise Fund
<b>Operational Considerations</b>	
<p>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 (Revolving Fund) and Trommel Screening Services. The RTS also provides a variety of other specialty recycling options for our community such as books, clothing and many other reusable items for our residents to utilize as needed.</p> <p><u>Line Changes in FY12 Budget in Comparison to FY11 Budget</u></p> <p>Line 5210, Energy; Increase of \$3,372 or 12.5% to reflect actual usage.</p> <p>Line 5290, other Property Related Services; Increase of \$45,000 or 6%. Line 5290 adjusts the request according to actual amounts spent in FY10. The increase to the Municipal Solid Waste (MSW) disposal contract is 3.375%, or approximately \$15,000. New contracts will be bid for the transportation of MSW and wood waste. The estimated increased cost for transportation is 5%, or an increase of \$5,000 for solid waste transportation, and a total of \$25,000 for wood waste transportation and disposal.</p> <p>Line 5340, Communications; Decreases by \$1,900 or 38%.</p> <p>Line 5380, Other Purchased Services; the budget amount for Single Stream Recyclables, \$16,400, has been eliminated this year, since our program is below the threshold at which a charge becomes effective. The cost of log chipping was increased because of the need to increase the stockpile so that a better price can be obtained. The amount allocated for paint disposal has been increased to \$29,000 due to increased cost of paint being disposed. The cost of disposal for paint for FY10 was \$22,085.</p> <p>Line 5430, Building &amp; Equipment Supplies; is reduced by \$13,500 and relocated to line 5480; Vehicular Supplies to reflect proper classification.</p> <p>Line 5480, Vehicular Supplies; Increase of \$9,380 due projected fuel costs, Increase of \$13,500 from Line 5430.</p> <p>Line 5530, Public Works Supplies; Decrease of \$16,358 or 19% due to reflect actual bag usage.</p> <p>Line 5580, Other Supplies &amp; Equipment; Decrease of \$400 due to elimination of the materials sales tax.</p>	
<b>Performance Factors</b>	
<p>The RTS is recognized as one of the most diverse recycling programs in the Commonwealth. The diversion rate, by which we measure the facility's success, is the amount of material removed from the total waste stream through recycling, processing and reuse programs thereby reducing disposal and expense costs.</p>	

Fiscal Year 2012 Proposed Budget

Department Information DSR1						
Department		Department of Public Works/RTS Enterprise Fund				
Diversion Rates with out yard waste for <b>FY08 = 39.55%</b> ; <b>FY09 = 37.76 %</b> ; <b>FY10 = 33%</b> Diversion Rates with Yard Waste for <b>FY08 = 64.18%</b> <b>FY09 = 57.44 %</b> ; <b>FY10 = 55%</b>						
<ol style="list-style-type: none"> <li>1. During FY10 the RTS processed and disposed of 8,720 tons of municipal solid waste (MSW/Trash) 8405 tons for incineration at the Wheelabrator waste to energy plant in Millbury, MA. During FY10 the RTS collected from schools and municipal buildings approximately 400 tons of this waste and recyclables with our Packer collection program. Our single stream program gives all town departments the opportunity to participate in our recycling efforts. This program services all of our schools, parks, town wide receptacles and administration buildings.</li> <li>2. During FY10 the RTS managed and processed 6,652 tons of yard waste materials in the yard waste and composting area. This includes 2650 tons of leaves, 3670 tons of mixed brush and leaves, 44 tons of logs, and 327 tons of food waste.</li> <li>3. During FY09 the RTS began a Food Waste Program in our composting area, this contributes to the diversion factor of waste with a valuable element to the processing of our reusable materials. Food waste provides nutrient value in addition to a more efficient and quicker break-down period needed to produce a finish product. In FY 09 we accepted 70 tons; in FY10 we processed 327 tons of food waste with a revenue value.</li> <li>4. During FY10 the RTS managed and processed 4256 tons of recyclables throughout the site. This includes 2475 tons of paper, 992 tons of commingle containers, 310 tons of metals, 230 tons of cardboard,171 tons of clothing ect. 43 tons of waste ban items, 20 tons of paints and 7 tons of motor oil &amp; antifreeze.</li> </ol>						
Spending Request Recap						
Description	Base Request DSR2	Additional Request DSR4			Total	
Personnel	639,479				639,479	
Expenses	1,169,984				1,169,984	
Operating Capital	58,000				58,000	
<b>Total Operating Request</b>	<b>1,867,463</b>				<b>1,867,463</b>	
Debt Service	150,000				150,000	
Reserve Fund	45,000				45,000	
<b>Total Enterprise Budget</b>	<b>\$2,062,463</b>				<b>\$2,062,463</b>	
Special Financial Warrant Articles?	YES		NO	X	How Many?	

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2										
Department				Department of Public Works/ RTS Enterprise Fund						
Object				Description				Amount		
<b>DSR2A</b>										
Personnel	FY 2010			FY 2011			FY 2012			
	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)	
	9	1	9.35	9	0	9	9	0	9	
Do the FTE totals above include seasonal and temporary positions included under line 3 (see below)?							Yes	X	No	
1. Salary and Wage Permanent Positions.								491,089		
2. Other Salary and Wage Expenses for Permanent Positions - (Itemized Below)										
a.										
b.										
c.										
d.										
e.										
f.										
<b>Sub Total 2</b>										
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.									7,460	
b.										
c.										
d.										
e.										
f.										
<b>Sub Total 3</b>								7,460		
4. Salary and Wage Overtime (Itemized Below)										
a.	Scheduled Overtime								67,369	
b.	Additional Saturday Staff including paint collections & HHWD								37,895	
c.	Vacation Backfill								8,421	
d.	Monday Equipment Maint.								20,211	
e.	Leaf Sundays								5,162	
f.	Landfill Monitoring								1,549	
	Household Hazardous Waste								323	
<b>Sub Total 4</b>								140,930		
<b>5. Total Salary and Wages (1+2+3+4)</b>								<b>639,479</b>		
<b>DSR2B</b>										
Object				Description				Amount		
Energy				Electricity and transmission charges				30,194		
Repairs & Maintenance Services				Equipment Services				28,700		
				Building Services				8,000		
				Facility Services				9,500		
Rental & Leases				Misc. Equipment Rental				3,000		
				Landfill Equipment Rental				2,000		
Other Property Related Services				MSW Disposal				745,000		
				MSW Transportation(Wood)				25,000		
								770,000		

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	Department of Public Works/ RTS Enterprise Fund	
Object	Description	Amount
Professional & Technical Services	Soil & Compost Testing 2,000 Transfer Station Inspections 2,500 Landfill Groundwater Monitoring & Testing. 35,000	39,500
Communications	Fax Line 350 Postage 150 Wireless Communication 1,800 Printing & Mailings 2,000 Legal Notices 600	4,900
Recreational & Cultural Services		
Other Purchased Services	Transportation and Disp. 0 Mixed Paper 0 Commingle Cont. 0 Corrugated Cardboard 0 Single Stream Recyclables 0 Metals Transported by Town 0 Brush Grinding 18,400 Log Grinding 8,000 Compost Processing 0 Yard Waste Disposal 0 Paint Disposal 29,000 Universal Waste Disposal 5,000 Waste Oil Disposal 0 Tire Disposal 2,000 Freon Removal 3,500 Propane Tank Disposal 500 HHWD 8,000 Landfill Mowing 7,000	81,400
Office Supplies	Standard Office Supplies 700 Computer Paper 800 Billing forms 500	2,000
Building & Equipment Supplies	Overhead Doors, Fire Alarm 5,500 Disposal Stickers 3,000 Gates & Signs 1,500	10,000
Custodial Supplies	Cleaners 500 Brooms, Mops etc. 300 Paper Products, soap etc, 700	1,500
Grounds Keeping Supplies		
Vehicular Supplies	Fuel 66,500 Additives & Fluids 4,950 Parts for Equip. & tires 18,000	89,450
Food and Service Supplies		
Medical Supplies	First-Aid Kits 350	350
Public Works Supplies	Paint 1,500 Carpentry Supplies 2,500 Calcium chloride, speedy dry etc. 1,000 Tarps & bungee cords 5,750	

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	Department of Public Works/ RTS Enterprise Fund	
Object	Description	Amount
	Landfill flare parts	7,500
	PPT Large Bags	50,000
	PPT Small Bags	13,000
		81,250
Other Supplies & Equipment	Employee Boot Allowance	1,200
	Employee PPE Gear	2,165
	Licensing	540
	Material Sales Tax	0
		3,905
Governmental Charges		
Travel & Mileage	Conf. In State	800
	Mileage	250
	Conf. Out of State	2,500
		3,550
Dues & Subscriptions	APWA	150
	SWANA	275
	US Composting Con.	250
	Waste News	25
	Composting News	85
		785
<b>6. Total Expenses</b>		<b>1,169,984</b>
<b>DSR2C</b>		
Capital Equipment Replacement	Transfer Trailer and construction bins	58,000
<b>7. Total Operating Budget Capital</b>		<b>58,000</b>
<b>8. Total Base Request (Line 5 + Line 6 + Line 7)</b>		<b>1,867,463</b>

Fiscal Year 2012 Proposed Budget

Department Information DSR1	
Department	<b>Department of Public Works – Sewer Enterprise</b>
Operational Considerations	
<p><b>Sewer System-</b> The Water &amp; Sewer Division provides the collection, pumping and transportation of Needham’s Sewage to discharge points on the MWRA Interceptor System that passes through Needham primarily paralleling the Charles River. 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.</p> <p><b>Drain System-</b> It has been determined to reverse the manner in which the Drains budget is presented. Presently the Drain budget has been presented in the General Operating Budget (GOB) and not the Water Enterprise Fund (WEF) or the Sewer Enterprise Fund (SEF) primarily due to the funding sources. However, the operation, maintenance and repair of the Drain system are performed by the staff of the Water &amp; Sewer Division predominately by the staff servicing the sewer system. To date the amount presented in the General Fund Budget for Drain Salary has been the result of a process allocation and proportioning within the Water Fund and the Sewer Fund with transfers to the General Budget. The FY 2012 budget proposes to keep the water &amp; sewer funds in tact and export the Drain expenses from the General Fund to the Sewer Enterprise Fund.</p> <p>In practice, the Water &amp; Sewer Division staff is a combined division that services all 3 systems (Water, Sewer &amp; Drain). There are staff members dedicated primarily to water, sewer or drain functions and others such as the Construction and Repair group that service all 3 systems as determined by need or by a work plan. In reality the nature of the maintenance and repair of the drain system is virtually identical to work performed with the Sewer System and both differ substantially from work on the Water system. Therefore, the Sewer Fund has been selected to serve as the host Budget for the drain system funding. This will necessitate that the Drain expenses previously in the General Fund be presented in the Sewer Fund. In addition the salary portion of the Water Fund previously allocated will also be presented in the Sewer Fund.</p> <p>The Water &amp; Sewer Division continues to explore in-house opportunities for undertaking the work created by the NPDES program during <u>overtime</u> hours. Beginning 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 through FY12 budgets reflect this new approach of tackling these projects within our means.</p> <p><u>Line item changes:</u></p> <p>Note; there has been a significant increase in this years Sewer Enterprise Budget due too the disbandment of the Drains General Fund Budget. The funds required for Drains will now be drawn by the Sewer Enterprise Fund.</p> <ol style="list-style-type: none"> <li>1) A correction of a worker listed as WTR HME0 4 was realigned to a SWR Public Works Craftsman W-4. The salaries of the Superintendent and Assistant Superintendent are distributed between the Water and Sewer.</li> <li>2) Line 2a, Subtracted \$143,770 from Water Enterprise that's been added to the Sewer</li> </ol>	

Fiscal Year 2012 Proposed Budget

Department Information DSR1	
Department	Department of Public Works – Sewer Enterprise
<p>Enterprise to cover anticipated work formerly required in the Drain General Fund.</p> <ol style="list-style-type: none"> <li>3) Salary and Wage Overtime, Line 4e. A new item (Unscheduled Call in/Stand by Assist OT) was created in this category to better distinguish scheduled overtime from non-scheduled overtime. The dollar allocations have also been redistributed to reflect more accurately where overtime funds are spent. FY12 Sub Total for this category has an increase of 0.083%/ \$1,953 from FY11.</li> <li>4) Salary and Wage Overtime, Line 4f. \$48,814 from the Drains Overtime General Fund was reallocated to Sewer Enterprise to cover anticipated Drainage Blockages &amp; Investigations as well as NPDES Investigations.</li> <li>5) Expenses/ Energy. The Division has been instructed to estimate electrical cost to be .21/kwh. After observing data from the 3 previous years, the division has estimated 107,871 kwhs for energy consumption for next fiscal year.</li> <li>6) Professional and Technical Services. The amount under Special Contractors has been increased to reflect the Division's use of specialized electrical and mechanical contractors to service and repair the Town's pump stations.</li> <li>7) Vehicle Supplies; The Division has been instructed to estimate Diesel Fuel cost to be \$3.41/gal for FY12. After observing data from the 2 previous years, the division has estimated 5,333 gallons of Sewer Diesel Fuel consumption for next fiscal year. Sewer Unleaded Gasoline is estimated @ \$3.16/gal. The division has estimated 2,805 gallons of Unleaded Gasoline will be needed for FY12.</li> <li>8) Total reallocation of \$170,249 from Drains Expense General Fund to Sewer Enterprise Fund</li> </ol>	
Performance Factors	
<p><b>Sewer System:</b> Goals for FY12 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.</p> <p><u>Collection System</u> 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 annually</p> <p>Sewer Pipe CCTV'd</p> <ul style="list-style-type: none"> <li>➤ 2010 - 137,497 Lf.</li> <li>➤ 2009 - 111,275 Lf.</li> </ul> <p>Sewer Pipe Rodded</p> <ul style="list-style-type: none"> <li>➤ 2010 - 2,225 Lf.</li> <li>➤ 2009 - 4,968 Lf.</li> </ul> <p>Sewer Pipe Flushed</p> <ul style="list-style-type: none"> <li>➤ 2010 - 73,760 Lf.</li> <li>➤ 2009 - 95,485 Lf.</li> </ul> <p>Visually inspect and mechanically rod or hydraulically flush all trouble locations twice annually or as needed.</p>	

Fiscal Year 2012 Proposed Budget

**Department Information**  
**DSR1**

Department

**Department of Public Works – Sewer Enterprise**

- 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 9 sewer pumping stations (22 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.

**Drains:**

**Performance Factors for Drains:**

	May 2005- 06	May 2006- 07	May 2007- 08	May 2008- 09	May 2009- 10
RTS Disposed CB Debris	364 Tons	425 Tons	606 Tons	887 Tons	230 Tons
# of CB's Cleaned	916	1078	1436	2,275	299
RTS Disposed Street Sweepings	814 Tons	738 Tons	539 Tons	1871 Tons	140 Tons
Footage Flushed or Rodded	50,000 Lf.	23,750 Lf.	1500 Lf.	28,593 Lf.	36,357 Lf.
Footage CCTV'd	50,000 Lf.	300 Lf.	1500 Lf.	28,387 Lf.	36,357 Lf.
CB's Replaced	13	13	10	20	12
Drain Pipe Replaced	200 Lf.	0 Lf.	100 Lf.	40 Lf.	312Lf.

**Brooks and Culverts Cleaned:**

- FY04: Rosemary Brook, Tout Pond to Nehoiden St., Vactor Services
- FY05: Un-named brooks near Dedham Ave, Wexford St., Rte 128/Hunting Rd.
- FY06: Various brooks, MacIntosh Ave, Elder Rd., Forest St.
- FY07: Rosemary Brook repairs to stone wall, various brooks
- FY08: Forest St. – Brookside Rd., Central Ave at Jennifer Circle, Mason Rd. from MacIntosh Ave to GPA
- FY09: Rosemary Brook at Elizabeth Cir. to Border Rd.
- FY10: Extensive man hours/ funds were allocated for temporary repair @ MBTA collapsed culvert / Chestnut St./ Hartney Greymont area.

Fiscal Year 2012 Proposed Budget

Department Information DSR1						
Department		Department of Public Works – Sewer Enterprise				
Spending Request Recap						
Description	Base Request DSR2	Additional Request DSR4		Total		
Personnel	943,059			943,059		
Expenses	468,764			468,764		
Operating Capital	25,000			25,000		
<b>Total Operating Request</b>						
	1,436,823			1,436,823		
MWRA	5,043,945			5,043,945		
Debt Service	1,350,000			1,350,000		
Reserve Fund	35,000			35,000		
<b>Total Enterprise Budget</b>	<b>7,865,768</b>			<b>7,865,768</b>		
<b>Special Financial Warrant Articles?</b>						
	YES		NO	x	How Many?	

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2										
Department				Public Works – Sewer Enterprise Fund						
Object				Description				Amount		
DSR2A										
Personnel	FY 2010			FY 2011			FY 2012			
	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)	
	11		9.2	11		9.2	12		12	
Do the FTE totals above include seasonal and temporary positions included under line 3 (see below)?							Yes		No	x
1. Salary and Wage Permanent Positions.								644,503		
2. Other Salary and Wage Expenses for Permanent Positions – (Itemized Below)										
a.	Added \$143,770 to Sewer Enterprise Fund that's been subtracted from the Water Enterprise Fund to cover work in Drains						143,770			
b.										
c.										
d.										
e.										
f.										
<b>Sub Total 2</b>								788,273		
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.	2 Seasonal Help @ \$12.4321 each for 15 weeks						14,916			
b.										
c.										
d.										
e.										
f.										
<b>Sub Total 3</b>								14,916		
4. Salary and Wage Overtime (Itemized Below)										
a.	On-Call Program - Sewer						18,985			
b.	Monitoring of Pump Stations - Sewer						38,944			
c.	Investigations and Blockages - Sewer						10,875			
d.	Night Sewer Cleaning/CCTV						13,144			
e.	Unscheduled/ called in to assist OT - Sewer						9,108			
f.	Drains - investigations for blockages & flooding + NPDES investigations						48,814			
<b>Sub Total 4</b>								139,870		
5. Total Salary and Wages (1+2+3+4)								943,059		
DSR2B										
Object				Description				Amount		
Energy				<b>Sewer:</b> Electricity= .21/kwh x 513,673kwh/yr = 107,871 Natural Gas= 1.26/therm x 2,100therm/yr = 2,646				110,517		
Repairs & Maintenance Services				<b>Sewer:</b> Reservoir B Pump Station 10,000				87,000		

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	Public Works – Sewer Enterprise Fund	
Object	Description	Amount
	G.P.A. Pump Station 5,000 Trench Restoration 7,000  <b>Drains</b> Replace up to 1000' of pipes per year  65,000	
Rental & Leases		
Other Property Related Services		
Professional & Technical Services	<b>Sewer:</b> Specialized Contractors 50,000 Electric Evaluations 4,000 MWRA Mandated Testing (new program) 10,250 Training 1,350 Seminars 1,600	67,200
Communications	<b>Sewer:</b> Telephones, Cell Phones, Radios  6,920 Telemetry / Emergency Dialers  570 Printing 270 Legal Notices 215 Postage 685	8,660
Recreational & Cultural Services		
Other Purchased Services	<b>Sewer:</b> Construction Services 3,500 Special Pump Station Cleaning Services 6,210 Investigations, Blockages, and Equipment Failure 3,100	62,810

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	Public Works – Sewer Enterprise Fund	
Object	Description	Amount
	<b>Drains</b> Street Cleaning 18,000 Catch Basin Debris Disposal 13,850 Street Sweeping Debris Disposal  18,150 Brook and Culvert Cleaning 0	
Office Supplies	<b>Sewer:</b> Paper Products 400 Office Supplies 300	700
Building & Equipment Supplies	<b>Sewer:</b> Pump Station Supplies 1,800 Paint and Supplies 1,500 Window Repairs and Vandalism 500	3,800
Custodial Supplies		
Grounds Keeping Supplies	<b>Sewer:</b> Grass Seed and Fertilizer 250  <b>Drains</b> Grass Seed & Fertilizer 100	350
Vehicular Supplies	<b>Sewer:</b> Diesel= 3.42/gal x 5,333gallons/yr = 18,239 Unleaded Gasoline= 3.16/gal x 2,805gallons/yr = 8,864  <b>Drains</b> Gas and Diesel 11,649	38,752
Food and Service Supplies		
Medical Supplies	<b>Sewer:</b> Medical Supplies 250	250
Public Works Supplies	<b>Sewer:</b> Large Tools 1,500 Hand Tools 3,000 Pump Replacement Parts 8,000 Testing Equipment	74,865

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	Public Works – Sewer Enterprise Fund	
Object	Description	Amount
	400 Hardware Supplies 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 6,000 Precast manholes and barrel blocks  3,000 Crushed Stone 1,100 Sand 365 Sewer Bricks 500 Bagged Cement 500 Asphalt 3,500  <b>Drains</b> Pre-cast manholes, frames, covers, grates 25,000 Concrete block and stone 10,000	3,000
Other Supplies & Equipment	<b>Sewer:</b> Safety Clothing 2,800 Clothing Allowance 2,840 Health/ Safety Training and Equipment 1,800 License Renewals 470 Investigations, Blockages and Equipment Failure 3,200	11,860

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	Public Works – Sewer Enterprise Fund	
Object	Description	Amount
	<b>Drains</b> Misc. Items 750	
Governmental Charges	<b>Drains</b> Certifications 500	500
Travel & Mileage		
Dues & Subscriptions	<b>Sewer:</b> APWA/ NEWEA/ WEF 1,250  <b>Drains</b> APWA/NEWEA/ WEF 250	1,500
<b>6. Total Expenses</b>		<b>468,764</b>
DSR2C		
Capital Equipment Replacement	Pump Replacement Program 25,000	25,000
<b>7. Total Operating Budget Capital</b>		<b>25,000</b>
<b>8. Total Base Request (Line 5 + Line 6 + Line 7)</b>		<b>1,436,823</b>

Fiscal Year 2012 Proposed Budget

Department Information	
DSR1	
Department	Public Works – Water Enterprise Fund
Operational Considerations	
<p>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, 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.</p> <p>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 FY12 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</p> <p><b><u>Line item changes:</u></b></p> <ol style="list-style-type: none"> <li>1) Line 1, Salaries and Permanent Positions. The DSR-2 reflects the number of employees assigned to the Water Enterprise Fund. This year, the Drains budget has been incorporated into the Sewer Enterprise Fund budget. Line 2a subtracts \$143,770 from Salaries that have been added to the Sewer Enterprise Fund to cover the work required by Water Enterprise Fund personnel for Drains.</li> <li>2) Salary and Wage Overtime. A new item (Call in/Stand by Assist OT) was created in this category to better distinguish scheduled overtime from non-scheduled overtime. The dollar allocations have also been redistributed to reflect more accurately where overtime funds are spent. FY12 Sub Total for this category has an increase of 0.083%/ \$1,953 from FY11.</li> <li>3) Expenses/ Energy. The Town estimate for electrical costs for FY 12 is .21/kwh. After observing consistent data from the 2 previous years, the Fund has estimated 1,913,614 kwhs as a benchmark for energy consumption for the next fiscal year. This budget request includes Natural Gas cost of heating the Charles River Water Treatment Plant and Wells. Estimated cost per BTU= 1.25/unit, estimated cost for heating of all water facilities for FY12 is \$13,900.</li> <li>4) Professional and Technical Services.               <ol style="list-style-type: none"> <li>(1) –EPA Testing: –Decrease to \$6,000. Recent improvements to the water system has lowered the MCL’s for lead and copper allowing the town to sample less frequently than previous years.</li> <li>(2) – Stage 2 DBR testing at the Water Treatment Facility is no longer required by the DEP since the Town has fulfilled its obligation – the amount allocated for testing of \$14,000 has been reallocated to a new item: SCADA system maintenance. The maintenance is currently being done on an ad hoc basis.</li> <li>(3) –A new item for mandated wetlands delineation has been added to replace the mandated Unregulated Contaminate Monitoring Rule funding. The Unregulated Contaminate Monitoring Rule was a 2 year requirement in 2007 by the EPA, the Town has completed its commitment. No further funding required.</li> <li>(6) –CRWTF Sewer Residuals-increased to \$3,300</li> <li>(11) -No longer required, the town is in compliance.</li> </ol> </li> </ol>	

Fiscal Year 2012 Proposed Budget

Department Information	
DSR1	
Department	Public Works – Water Enterprise Fund
	(15) - nspection of Birds Hill tank/ \$10,000 was added to FY12 budget. Required every 5 years per DEP.
	5) Building & Equipment Supplies.
	(a) – Chemical Feed System;
\$3000	1) Chemical Feed pump kits increased to
	4) Process Analyzers increased due to upgrade of sensors and analyzers to \$2000
	(b) –Charles River Well stations;
\$300	1) Well # 3 air release valve job completed/ subtracted
	6) Vehicle Supplies; The Division has been instructed to estimate Diesel Fuel cost to be \$3.41/gal for FY12. After observing data from the 2 previous years, the division has estimated 7,000 gallons of fuel as a benchmark for Diesel consumption for next fiscal year. Unleaded Gasoline is estimated @ \$3.16/gal. The division has estimated 8,450 gallons of Unleaded Gasoline will be needed for FY12.
	7) Public Works Supplies;
	Laboratory Chemicals: Reagents decreased by 61% (8,000)
	Laboratory Equipment: increased by 67% 2,100
	Sodium Hypochlorite decrease of 71.6% (8,036)
	Sodium Hydroxide decrease of 55% (50,808)
	Potassium Permanganate decrease of 16.4% (952)
	Hydrofluosilicic Acid increase of 108.8% 17,194
2,000	Phosphate increase of 15.4%
	8) Capital Equipment Replacement increased by \$35,000 in the special Projects from \$5,000 to \$40,000
<b>Performance Factors</b>	
Goals for FY12 include continuation of the water service replacement program, the water meter replacement program, and the small diameter water main looping program.	
<b>SUPPLY &amp; TREATMENT</b>	
FY12 goals include development of a revolving filter media replacement program (CIP). Replacement of media based on one filter per year pending filter core analysis results to eliminate extended shutdown of the water treatment facility.	
Water quality monitoring and treatment modifications utilizing laboratory bench scale testing and computer modeling to verify impacts to the water system prior to full scale implementation. Maintain compliance with current drinking water regulations and prepare for future EPA changes in drinking water treatment procedures and regulations. Evaluation and implementation of new laboratory and field water testing methodology for accurate analysis of Needham source water, blended water, and MWRA water. Maintenance and calibration of (4) chemical feed systems including (12) chemical feed pumps and related appurtenances; and maintenance and testing of (4) greensand plus pressure vessels and appurtenances for optimal performance and maximum contaminant removal. Confirmation of automated process control through the maintenance, calibration and repair of (70) transmitters, (8) logic controllers, and (3) HMI's. Modifications of Logix (system) programming and WTF TeleDAC (alarm system) programming and SCADA real time development as needed. Preparation and	

Fiscal Year 2012 Proposed Budget

**Department Information  
DSR1**

Department **Public Works – Water Enterprise Fund**

submittal of monthly DEP, DPH, DCR, and TRAC reports and Annual DEP Statistical Report.  
Produce and distribute yearly Consumer Confidence Report.

	FY08	FY09	FY10
Total water produced:	1,313.391 MG	1,177.089 MG	1,308.622 MG
MWRA usage:	284.17MG	130.190 MG	108.240 MG
Needham well production:	1,029.221 MG	1,046.899 MG	1,092.182 MG
Backwash waste to sanitary sewer:	10.304MG	10.903 MG	10.654MG
Samples collected and analyzed (EPA compliance-certified lab):	785	745	673
Total contaminants analyzed (EPA compliance-certified lab):	1,017	1,017	1,017
Samples collected and analyzed (CRWTF lab):	6,524	6,245	6,300
Total gallons of process chemicals:	156,744	158,383	147,634
Total number of backwashes conducted:	354	327	321
Instrument calculations:	170	170	170
Chemical feed calibrations:	433	440	450

**DISTRIBUTION SYSTEM**

Operate, maintain & repair the Town's water distribution system comprised of 135 miles of various sizes of water mains; 1,166 public fire hydrants, 3,400 water gate valves, 9,800 service connections.

Goals for FY12:

Perform annual water main flushing program.

Semi-annually test 375 backflow prevention devices as part of the Cross-Connection and Backflow prevention program.

Inspect and test all 1,166 fire hydrants each year.

Inspect and exercise approximately 1,200 of 3,400 gate valves each year.

Read 13,436 water meters 4 times per year, read 701 commercial meters monthly.

Respond to customer inquiries; investigate unusual (high usage) readings.

Replace 500 – 1,000 feet of undersized water mains as part of the small diameter looping program.

Replace approximately 20 lead lined water service connections.

Replace approximately 25 to 30 old fire hydrants.

Conduct system wide leak detection survey.

Leaks repaired:

2010 - 15

2009 – No survey conducted

2008 – 13

Hydrants repaired:

2010 - 25

Fiscal Year 2012 Proposed Budget

Department Information DSR1						
Department		<b>Public Works – Water Enterprise Fund</b>				
2009 – 13 2008 – 14  Meter replacement: FY10 - 1067 FY09 – 920 FY08 – 909						
Spending Request Recap						
Description	Base Request DSR2	Additional Request DSR4			Total	
Personnel	959,913				959,913	
Expenses	1,033,012				1,033,012	
Operating Capital	55,000				55,000	
<b>Total Operating Request</b>						
	2,047,925				2,047,925	
MWRA	265,017				265,017	
Debt Service	1,550,000				1,550,000	
Reserve Fund	75,000				75,000	
<b>Total Enterprise Budget</b>	<b>3,937,942</b>				<b>3,937,942</b>	
<b>Special Financial Warrant Articles?</b>						
	YES		NO	x	How Many?	

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2										
Department				Public Works – Water Enterprise Fund						
Object				Description				Amount		
DSR2A										
Personnel	FY 2010			FY 2011			FY 2012			
	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)	
	17		14.5	17		14.5	16		16	
Do the FTE totals above include seasonal and temporary positions included under line 3 (see below)?							Yes		No	X
1. Salary and Wage Permanent Positions.									851,528	
2. Other Salary and Wage Expenses for Permanent Positions – (Itemized Below)										
a.	Subtracted 143,770 from Water Enterprise Salaries that's been added to the Sewer Enterprise Salaries to cover anticipated required work within the Drains division									<b>(143,770)</b>
b.										
c.										
d.										
e.										
f.										
							<b>Sub Total 2</b>		707,758	
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.	2 Seasonal Help @ \$12.4321 each for 15 weeks									14,918
b.										
c.										
d.										
e.										
f.										
							<b>Sub Total 3</b>		14,918	
4. Salary and Wage Overtime (Itemized Below)										
a.	On-Call Program									18,556
b.	CRWTF Monitoring									60,214
c.	Main Breaks and Service Leaks									46,560
d.	Uni-Directional Hydrant Flushing									63,947
e.	Hydrant Dry-Testing Program									11,990
f.	Unscheduled Call in/ Stand by Assist OT									35,970
							<b>Sub Total 4</b>		237,237	
5. Total Salary and Wages (1+2+3+4)									959,913	
DSR2B										
Object				Description				Amount		
Energy				Electricity (5 pump stations, a treatment plant, and 2 stand pipes) (.21/ kwh x 1,913,614kwhs/yr)				415,782		
				401,859 Natural Gas= 1.26/ccf x 11,050ccf/yr						
				13,923						
Repairs & Maintenance Services				Maintenance Contracts:						

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	Public Works – Water Enterprise Fund	
Object	Description	Amount
	Fire/ Security Monitoring	1,600
	HVAC	2,200
	Generator	2,500
	Distribution Maintenance	500
Rental & Leases		
Other Property Related Services		
Professional & Technical Services	<p>1. EPA Testing: VOC/TTHM/HAA5, , Fluoride, Secondary Contaminants, SOC, IOC, Radionuclides / Radon, Nitrate / Nitrite, Sodium 6,000</p> <p>2. SCADA Maintenance 14,000</p> <p>3. Mandated Wetlands Delineation 500</p> <p>4. Perchlorate (EPA Mandate) 300</p> <p>5. MWRA Testing: 1,300 CRWTF Sewer Discharge Permit at Location 0101 &amp; 0102</p> <ul style="list-style-type: none"> <li>• Quarterly - TSS/Metals</li> <li>• Monthly - TSS</li> <li>• Yearly - TSS/Metals</li> </ul> <p>6. CRWTF Sewer Residuals – MWRA 3,300</p> <p>7. Maint. contract for instrumentation 10,000</p> <p>8. Well/Pump Performance Testing 1,800</p> <p>9. Leak detection 10,000</p> <p>10. Filter Media Testing 1,200</p>	95,250

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	Public Works – Water Enterprise Fund	
Object	Description	Amount
	11. <u>Certified Testing Labs (incl. Lead and copper testing) Town in Compliance/ No Longer Required</u> 0	
	12. <u>Well Redevelopment</u> 30,000	
	13. <u>Training</u> 4,850	
	14. <u>Seminars</u> 2,000	
	15. <u>Birds Hill Tank Inspection</u> 10,000	
Communications	1. <u>Telephone, Verizon, Radios</u> 8,308 2. <u>Telemetry / Emergency Dialers</u> 2,216 3. <u>Printing (CCR &amp; misc.)</u> 7,500 4. <u>Legal Notices</u> 300 5. <u>Postage (CCR &amp; misc.)</u> 1,965	20,289
Recreational & Cultural Services		
Other Purchased Services	1. <u>Construction Services (lic. Plumbers &amp; police details)</u> 5,000 2. <u>Main Breaks, Service Leaks &amp; Equip Failure</u> 11,000 3. <u>Trench Restorations</u> 10,000	26,000
Office Supplies	1. <u>Paper Products</u> 414 2. <u>Office Supplies</u> 880	1,294
Building & Equipment Supplies	<b>Chemical Feed System:</b> 1. <u>Chemical Feed Pump Kits</u> 3,000 2. <u>Oil</u>	6,450

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	Public Works – Water Enterprise Fund	
Object	Description	Amount
	100 3. CPVC Pipe and Valves 600 4. Process Analyzers 2,000 <b>Charles River Well Stations:</b> 1. Motor Oil 250 3. Paint and Supplies 500	
Custodial Supplies	1. Dedham Ave Pump Station 155 2. Saint Mary's Pump Station 155 3. CRWTF 675	985
Grounds Keeping Supplies	Grass Seed and Fertilizer 620	620
Vehicular Supplies	Diesel= 3.42/gal x 7,000gallons/yr = 23,940 Gasoline= 3.16/gal x 8,450gallons/yr = 26,702	51,642
Food and Service Supplies		
Medical Supplies	Medical Supplies 500	500
Public Works Supplies	Laboratory Chemicals: Reagents 5,000 Laboratory Equipment: (3) Bench top analyzer probes 3000 Epure Cartridges 1,400 Glassware 200 Process analyzer parts 800 Treatment Process Chemicals: Sodium Hypochlorite 11,200 Sodium Hydroxide	377,250

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	Public Works – Water Enterprise Fund	
Object	Description	Amount
	93,000 Potassium Permanganate	
	5,800 Hydrofluosilicic Acid	
	33,000 Phosphate	
	15,000	
	Hand Tools	
	6,000	
	Hardware Supplies	4,500
	Water Meters (various sizes)	
	100,000	
	Meter Parts (various sizes)	
	23,150	
	Meter Couplings	
	5,200	
	Water Services:	
	Brass Fittings (service connections)	
	13,000	
	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	
	20,000	
Other Supplies & Equipment	CRWTF Supplies	15,650
	600	
	Safety Clothing	
	3,270	
	Clothing Allowance	
	3,180	
	Main Breaks, Service Breaks, Equip Failure	

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	Public Works – Water Enterprise Fund	
Object	Description	Amount
	6,000 Certificates/ Licenses	
	1,600 Health and Safety Training & Equipment	
	1,000	
Governmental Charges	Other (DEP, SDWA) 12,000	12,000
Travel & Mileage		
Dues & Subscriptions	APWA/ NEWWA/ AWWA 2,500	2,500
<b>6. Total Expenses</b>		<b>1,033,012</b>
<b>DSR2C</b>		
Capital Equipment Replacement	Hydrants 5,000 Large Water Mains 7,500 Large Gate Valves 2,500 Special Projects 40,000	55,000
<b>7. Total Operating Budget Capital</b>		<b>55,000</b>
<b>8. Total Base Request (Line 5 + Line 6 + Line 7)</b>		<b>2,047,925</b>

Fiscal Year 2012 Proposed Budget

Department Information DSR1S			
Department	Community Preservation Committee		
Operational Considerations			
<p>The Massachusetts Community Preservation Act permits up to 5% of the annual revenues to be spent on administrative and operating expenses. The Community Preservation Committee puts aside the full 5% to be prepared for unknown expenses. Unused funds at the end of each fiscal year are returned to the Community Preservation Fund.</p> <p>The Director of Park and Recreation serves as staff liaison. In FY'10, the CPC administrative budget paid for 2 hours/week of the staff liaison's weekly salary, as well as the hourly rate of the CPC recording secretary, also a member of the Park and Recreation full-time staff.</p> <p>In FY'10, the CPC administrative budget also paid for the down payment for the purchase of a parcel of land on Charles River Street. The \$32,500 would have been reimbursed had Town Meeting not approved the purchase appropriation. The administrative budget was also used to hire the services of a professional photographer to document the pre-construction historic features of Town Hall.</p> <p>It will be important for the Community Preservation Committee to continue to educate all residents about the opportunities of the Fund, and encourage individuals and organizations from throughout the community to bring forward projects that benefit the public.</p> <p>The Needham Community Preservation Committee is a member of the MA Community Preservation Coalition, and pays dues as a member. The Coalition staff has worked with the Committee in recent years to help educate the members on issues related to some of the project requests.</p>			
Spending Request Recap			
Description	Base Request DSR2S	Additional Request DSR4	Total
Personnel	8,000	0	8,000
Expenses	74,000	0	74,000
Operating Capital	0	0	0
<b>Total Operating Request</b>	<b>82,000</b>	<b>0</b>	<b>82,000</b>
Special Financial Warrant Articles?	YES	NO	How Many?
		<input checked="" type="checkbox"/>	0

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2S								
Department		Community Preservation Committee						
DSR2SA								
Staffing: Are the positions shown under section (I) funded in the current year?				Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>	<input type="checkbox"/>
I. Salary and Wage Permanent Positions								
	Title	Rate	FTE	Amount				
a.				0				
b.				0				
c.				0				
Sub Total I				0				
II. Seasonal & Temporary Positions and other Salary and Wage Expenses (Itemized Below)								
	Description	Amount						
a.	Staff Liaison	5,000						
b.	Recording Secretary	3,000						
c.								
d.								
e.								
Sub Total II				8,000				
A. Total Salary and Wages (I & II)				8,000				
DSR2SB								
	Object	Description	Amount					
a.	Professional and Technical		64,000					
b.	Communications		2,500					
c.	Office Supplies		2,500					
d.	Dues and Subscriptions		5,000					
e.								
B. Total Expenses and Operating Capital				74,000				
C. Total Base Request (A + B)				82,000				

Fiscal Year 2012 Proposed Budget

Department Information DSR1S			
Department	Minuteman Regional High School Assessment		
Operational Considerations			
<p>Minuteman 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, Lincoln, 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.</p> <p>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 higher 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 amount in the August 2010 Pro Forma. The figure shown is for planning purposes only. The 2011 enrollment is 24 students, last year (2010) the enrollment was 15 (but originally 17 by decreased by two), compared to 18 students for 2009.</p> <p>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): 39.56                      Student Enrollment for FY08 Assessment (2006/2007 School Year): 30.17                      Student Enrollment for FY09 Assessment (2007/2008 School Year): 18                      Student Enrollment for FY10 Assessment (2008/2009 School Year): 15                      Student Enrollment for FY11 Assessment (2009/2010 School Year): 24</p>			
<b>Spending Request Recap</b>			
Description	Base Request DSR2S	Additional Request DSR4	Total
Personnel			
Expenses	435,733		435,733
Operating Capital			
<b>Total Operating Request</b>	<b>435,733  </b>	<b>  </b>	<b>435,733  </b>
Special Financial Warrant Articles?	YES	NO	How Many?

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2S					
Department		Minuteman Regional High School Assessment			
DSR2SA					
Staffing: Are the positions shown under section (I) funded in the current year?				Yes	No
I. Salary and Wage Permanent Positions					
	Title	Rate	FTE	Amount	
a.					
b.					
c.					
Sub Total I					
II. Seasonal & Temporary Positions and other Salary and Wage Expenses (Itemized Below)					
	Description	Amount			
a.					
b.					
c.					
d.					
e.					
Sub Total II					
A. Total Salary and Wages (I & II)					
DSR2SB					
	Object	Description	Amount		
a.	Other Assessments 5780	Minuteman Regional High School Assessment	435,733		
b.					
c.					
d.					
e.					
B. Total Expenses and Operating Capital				435,733	
C. Total Base Request (A + B)				435,733	



*Needham Public Schools  
Office of the Superintendent*

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*A school and community partnership that creates excited learners, inspires excellence, fosters integrity.*

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December 7, 2010

To: Needham School Committee  
From: Daniel E. Gutekanst, Ed.D., Superintendent of Schools  
Re: FY12 Budget Proposal

**Introduction**

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Enclosed, please find the proposed FY 2011/12 operating budget for the Needham Public Schools.

The proposed plan totals \$48,009,814. It reflects a \$2,386,636 (5.1%) expenditure increase over the current year budget of \$46,424,078<sup>1</sup>. However, it also proposes to use \$800,900 in federal Education Jobs grant funds and other one-time resources to balance the budget, thereby reducing the overall budget request to \$1,585,736 (3.4%) over the current year.

The information included in this budget proposal details the resources the schools are requesting to continue to provide an educational program for our students, one that is consistent with our core values of **Scholarship, Citizenship, Community, and Personal Growth**.

Developing the budget this year has been a challenge, especially within the context of an extremely tight local and national economic climate. School administrators and staff took on this work knowing that the community has high expectations for student learning and achievement but reduced resources to fund school and town programs. This proposal is a prudent and responsible plan that balances the needs of the schools with the fiscal reality the Town of Needham is facing. The FY12 budget plan also uses over \$800,900 in Education Jobs grant funds and other one-time funding sources (e.g., special education tuition pre-purchase) to ensure a minimum revenue source is available for school needs and level service. Although these one-time resources are applied thoughtfully, for the purpose of 'bridging' this second-in-a-row difficult budget year until state and Town revenues begin to recover, the loss of these funds at the conclusion of the FY12 budget year will put a considerable strain on the schools unless additional revenue becomes available.

Principals and administrators, who are sensitive to the difficult economic climate, requested modest increases in their programs. Unfortunately, many of these requests are not included in the draft budget plan, which focuses limited resources on meeting contractual salary

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<sup>1</sup> November 2010 Special Town Meeting approved an additional \$117,000 for capital improvements to Pollard School, for a total FY11 amended school budget of \$46,541,078.

*FY12 Superintendent's Preliminary Budget*

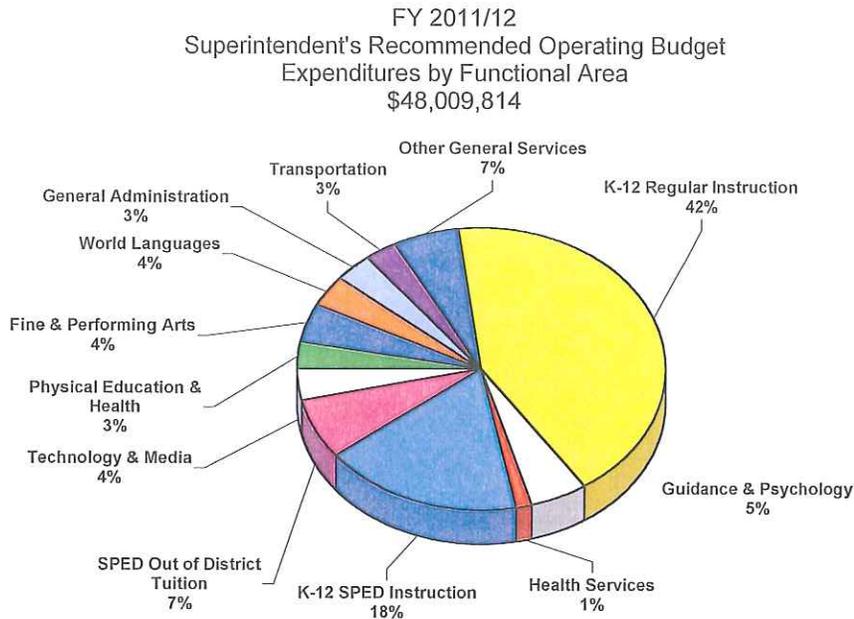
obligations for staff members, and addressing two key budget drivers: providing for special education needs and addressing growing enrollments at the secondary level. Overall, special education expenditures increase by \$1,254,852, which includes an anticipated increase in out-of-district tuition expenses of \$975,632. Nearly all of the tuition increase is due to recent cut backs in state Circuit Breaker aid for special education, which, if funded at the anticipated 40% reimbursement rate, will result in a revenue loss of approximately \$833,031 for Needham in FY12. In addition, the budget provides funding for an additional 7.1 FTEs (\$390,500) to meet growing enrollment at the middle and high schools. Resources are re-positioned throughout the budget to meet these needs. For instance, a total of 2.6 FTE teachers are reduced to provide funding for secondary classrooms. Other existing funds, including contractual obligations and maintenance are redirected to meet school and program needs.

The development of a budget plan for the FY 2013 school year will continue to be a difficult exercise, which will likely involve further reductions to existing programs and staff. Increased staff contractual costs in FY13 and diminished state and local revenues will exacerbate future planning and budgeting and will require the school administration, in collaboration with the School Committee and all town boards, to consider the steps that must be taken if the community is to strengthen the Needham Public Schools. Clearly, in the future it will not be possible to sustain school programs or develop new ones without additional resources.

However, Needham Public Schools will continue to pursue sustainable budget initiatives that seek to provide needed services as efficiently and effectively as possible. For example, this budget includes several changes to the pupil transportation program, which reduced operating budget costs by an estimated \$57,173 in FY12 – savings, which were used to offset the anticipated rate increase for yellow bus service and meet the increase in special needs transportation requirements. These changes also are expected to yield long-term benefits for the system by controlling the rate of growth in transportation costs and maximizing the amount of funds, which can be allocated to the classroom.

FY12 Superintendent's Preliminary Budget

FY12 Budget Summary



Expenditure Functional Area	FY09 Actuals	FY10 Actuals	FY11 Approved	FY12 Request	FY12 Supt. Recom	\$ Inc/(Dec) Over FY11	% Inc/ (Dec)	% FY11 TL
General Administration	1,456,855	1,536,945	1,464,656	1,563,425	1,546,725	82,069	5.60%	3.2%
Transportation	965,013	1,099,861	1,212,707	1,368,973	1,349,388	136,681	11.27%	2.8%
General Services	2,414,588	2,805,922	3,045,563	3,208,401	2,800,182	(245,381)	-8.06%	5.8%
K-12 Regular Instruction	18,397,756	19,430,062	19,889,010	21,308,780	20,498,822	609,812	3.07%	42.7%
K-12 SPED Instruction	9,443,263	10,237,475	10,768,780	12,250,746	11,736,123	967,343	8.98%	24.4%
Guidance & Psychology	2,174,091	2,282,924	2,313,965	2,454,662	2,396,640	82,675	3.57%	5.0%
Health Services	627,947	662,153	645,054	715,082	643,455	(1,599)	-0.25%	1.3%
Other Student Services	9,377	6,530	24,809	25,955	25,955	1,146	4.62%	0.1%
Technology & Media	1,859,165	2,114,079	1,951,023	2,045,666	1,712,253	(238,770)	-12.24%	3.6%
Physical Education & Health	1,301,301	1,373,201	1,401,025	1,436,534	1,377,997	(23,028)	-1.64%	2.9%
Fine & Performing Arts	1,861,591	2,027,578	2,041,650	2,178,472	2,133,393	91,743	4.49%	4.4%
World Languages	1,454,158	1,603,858	1,665,841	1,799,883	1,788,883	123,042	7.39%	3.7%
<b>Totals</b>	<b>41,965,105</b>	<b>45,180,592</b>	<b>46,424,078</b>	<b>50,356,579</b>	<b>48,009,814</b>	<b>1,585,736</b>	<b>3.42%</b>	<b>100.0%</b>

Significant Components of the FY12 Budget

- The budget represents a proposed 5.1% increase of \$2,386,636 over the current fiscal year. It depends on the use of \$800,900 in federal Education Jobs grant funds and other one-time funds to balance the budget, thereby reducing the overall budget request to \$1,585,736 or 3.42%.
- Mandated and contractual costs account for most (\$1,989,173) of the overall expenditure increase, including \$734,321 in contractual salary expense and \$1,254,852 in special education expenditures. The special education amount includes \$975,632 in new out of district tuition costs for children and \$143,240 in additional transportation expense for FY12.

*FY12 Superintendent's Preliminary Budget*

- Overall staffing is increased by a net of 11.2 Full Time Equivalents (FTE.) A total of 2.6 FTE teachers are reduced in order to provide for increases in staffing at the secondary level.
- The budget plan also includes a modest Cost of Living Allowance (COLA) for staff members. The recently-settled teacher's contract provides for a 0.25% COLA in FY12. A small cost of living increase also is assumed for the other bargaining units (administrators, instructional aides and clerical support staff), whose contracts are being collectively bargained this year.
- The budget assumes that total enrollment will grow to 5,511 in FY12, an increase of 79 students (1.5%) over the current year October 1 enrollment of 5,432. All of this growth is projected to occur at the secondary level, however: elementary enrollment is projected to decline by 0.85% from 2,575 to 2,553; middle school enrollment is expected to rise from 1,277 to 1,302 (2.0%) and High School enrollment is expected to increase by 5.2% from 1,449 to 1,525.
- Funding for substitutes, maintenance, postage, and legal services is reduced.

**Budget Development Process and Priorities**

The FY12 budget development process began earlier in the school year, when the School Committee identified budget priorities to guide the administration in the budget planning process. These included:

- The District's values and goals;
- The need for highly qualified staff, teaching within established student/teacher ratio guidelines;
- The ongoing refinement of curriculum, instruction, and assessment practices; and
- The need to develop and maintain educational resources and a technology infrastructure that supports student learning and meets District goals.

In addition, the School Committee invited our state legislators to review with it the District's Five-Year Budget Forecast, a model that projects enrollment, contractual, school, and staffing needs against anticipated revenue. This model was developed to better inform the decision making process by helping the School Committee understand the 'big picture' challenges it faces in the budget process.

Administrators developed budget requests in the fall and submitted them for consideration and discussion in November. The Central Office Administration then met with principals and program directors to review and discuss budget requests in light of the School

**2011/12 Budget Calendar**

Sept- School Committee Developed School Budget Priorities & Guidelines

Oct/ Nov - Superintendent Developed Preliminary Budget Recommendation, Based on School Committee Guidelines

Dec 7 - Superintendent's Budget Request Sent to School Committee, Town Manager and the Finance Committee (on or Before Second Wed in Dec.)

Dec/Jan - School Committee Holds Public Hearing(s) and Reviewed Superintendent's Request, Both Jointly and in Concert with the Finance Committee.

Jan 25, 2011- School Committee Sends Formal Budget Request to the Town Manager (Due on or Before Jan 31.)

Jan 31 - Town Manager Presents Balanced Town-Wide Budget Proposal, Including the Voted Request of the School Committee, to the Finance Committee for Formal Deliberation

Jan/Feb/Mar - Finance Committee Reviews Budget Requests and Holds Public Hearings

March 15 - Finance Committee Votes its Final Budget Recommendation to Town Meeting. The Finance Committee's Recommendation is Considered the Main Motion to be Acted Upon by Town Meeting

May 2 - Annual Town Meeting

July 1 - New Fiscal Year Begins

## *FY12 Superintendent's Preliminary Budget*

Committee's identified priorities and district goals. Early on it was clear that the local, state, and national economic picture would play a dominant role in our budget planning. Finally, the Superintendent and Central Office met with the Town Manager and her staff, School Committee budget liaisons, and Finance Committee liaisons to discuss the developing plan.

### **Newman Renovation**

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The FY12 budget proposal also calls for the use of \$153,529 in one-time funds that have been set aside to ensure that the upcoming Newman renovation project can succeed and meet the needs of students, staff, and families. Grades One through Five will be housed in modular classrooms on the Newman campus during the 2011/12 school year, while Preschool, Kindergarten, and KASE programs will be re-located to the modular classrooms at the Pollard Middle School. The proposed level of funding will provide resources for staff, transportation, planning, materials, moving, and other logistical items that will address the needs of all of Newman's student population both on the Newman campus and the Pollard campus.

### **What are the Capital Project Priorities for FY12?**

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The capital project priorities for FY12 are listed below and are described in greater detail within this document:

Ongoing Replacement Programs, totaling \$424,300 (Tier I Priorities):

- \$304,600 to replace District computers, laptops, servers and other technology
- \$66,950 to maintain the District's replacement schedule for copy machines
- \$15,000 for school musical equipment replacement
- \$37,750 to replace school furniture at Hillside, Mitchell, Newman and Pollard schools

Facility Repair/Renovation Requests, totaling \$5,026,270 (Tier II Priorities):

- \$442,000 to make the necessary improvements to Pollard School to accommodate the Newman School Population in September 2011. (This request originally was for \$1,200,000. The November 2010 Special Town Meeting approved \$442,000 in funding to retrofit the modular classrooms and undertake additional design of the parking/vehicle access proposals)
- \$4,584,270 to complete required repairs to the Pollard Middle School, including roof replacement. The Massachusetts School Building Authority recently agreed to reimburse Needham for at least 31% of eligible roof replacement costs, under their new Green Repair Program.

New Technology Requests, totaling \$246,400 (Tier III Priorities):

- \$159,500 to install interactive whiteboards in various classrooms throughout the District
- \$86,900 to pilot a 1:1 computing program at the Pollard Middle School

*FY12 Superintendent's Preliminary Budget*

**Next Steps**

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The School Administration is anxious to discuss this preliminary request with the School Committee and members of the community. Additional meetings and deadlines include:

- December 7<sup>th</sup> and subsequent meetings through January: School Committee reviews the Superintendent's budget request.
- December 15<sup>th</sup>: School Committee budget workshop
- December and January: Finance Committee liaisons meet with School Committee liaisons and Central Office staff to review budget requests
- January 4<sup>th</sup>: The Town Manager meets with the School Committee to discuss the budget and town resources.
- January 18<sup>th</sup>: School Committee holds public hearing on the budget.
- January TBD: Finance Committee reviews budget request.
- January 25<sup>th</sup>: School Committee votes budget recommendation and sends budget to the Town Manager and Finance Committee

Ultimately, the Finance Committee will vote a recommended budget to Town Meeting in the spring.

**Conclusion**

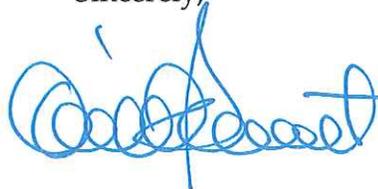
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The Superintendent's preliminary budget has been thoughtfully considered and is consistent with the School Committee and community's high expectations for its young people. This budget is prudent and balances the needs of the schools with anticipated funding. The budget plan addresses growing middle and high school enrollment with the addition of classroom teachers. At the same time, while elementary teachers are reduced, class sizes in the elementary schools will remain similar to the existing year.

I recognize that the School Committee will need to ask hard questions and may need to make additional and difficult decisions in the days ahead, especially as the Town's other needs, priorities, and available revenue become clear. I remain confident that while the conversation will be challenging, the end result will be a budget that allows us to offer a high quality program for every child in each classroom.

I look forward to your questions and comments as you discuss the FY12 proposed budget request.

Sincerely,



Daniel E. Gutekanst  
Superintendent, Needham Public Schools