



**PROPOSED ANNUAL BUDGET  
FY 2013**

**TOWN OF NEEDHAM**

**OFFICE OF THE TOWN MANAGER**

**JANUARY 31, 2012**



**dancing  
with the NEEDHAM  
stars**

Meet the stars!

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 <b>Jeff Smith</b> 2nd Gen. Needhamite, 7 year Olympic Football, Hockey & Baseball	 <b>Michael Fee</b> Elected Moderator of Needham's Town Meeting & Youth Hockey Coach
 <b>Kate Fitzpatrick</b> Needham Town Manager, winner of the Beacon Award & Eugene Pomeroy Award	 <b>Jim Stento</b> CEO, The Distinction Group, Soccer Coach & Needham 300 Committee
 <b>Charlie Baker</b> Worked in the Cabinets of Governors Bill Weld & Paul Cellucci	 <b>Guna Svendsen</b> Foreign Language teacher & Coach, 30+ years

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## **Reader's Guide to the Fiscal Year 2013 Budget**

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

- ✦ The **Town Manager's Budget Message** is found in **Section 1** and contains the overall philosophy upon which the budget was developed, and provides an explanation of the budget process, and any significant changes to the budget as compared to previous years. This section also covers the budget highlights and provides a summary of the balanced budget proposal.
- ✦ The **Revenue Summary** is found in **Section 2**. This section identifies the sources of revenue to meet the proposed operational, miscellaneous, and capital expenses for the coming year. The section also provides the reader with an overview of historical and proposed revenue, including the assumptions used to develop the estimates.
- ✦ **Section 3** contains the **Department Descriptions for the General Fund, Enterprise Funds, and Community Preservation Fund**. These are descriptions identifying the general purpose of each department and include a history of past year expenditures, the current year budget, and the recommended balanced budget.
- ✦ **Section 4** contains actual **Departmental Budget Submissions** for General Fund, Enterprise Funds, and the Community Preservation Fund.
- ✦ **Section 5** contains the **Executive Summary of the FY2013 – 2017 Capital Improvement Plan**, published as a separate document on January 3, 2012.
- ✦ A **Glossary of Terms** that may prove useful in reviewing this budget is included in **Section 6**.

# New Beginnings: Looking Optimistically to a New Needham Century

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"The people will save their government if the government itself will do its part only indifferently well." Abraham Lincoln, July 4, 1861

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It is safe to say that the government of the Town of Needham is doing its part more than indifferently well. And, for the first time in several years, we look optimistically to a return to a sustainable level of revenue growth. In this first year of our fourth century as a Town, we have much to be proud of.

The Town has managed to make truly extraordinary investments in facilities, infrastructure and equipment, even during a period of economic downturn. We have implemented a formal facility maintenance program to ensure that our buildings that have been renovated are not left to slide back to disrepair. We have taken major steps already and have a formal plan in place to continue to improve our roads – a flexible plan that can withstand years when investment is limited. We have tremendous assets in our premier athletic facilities, and we have new maintenance and capital planning programs in place to ensure their continued condition. We have taken major steps forward in slowing growth in fixed costs and lowering legacy costs, including tackling the funding of our post employment health insurance liability. We continue to be on pace to eliminate our pension liability by 2027. We have implemented zoning changes to unlock the potential of the New England Business Center that already show signs of life. We have successfully petitioned for a new ramp from I-95/Route 128 to further enhance the Town's attraction for business development. Perhaps most importantly, a statistically valid survey of Needham's citizens reveals that residents are more than satisfied - 98% of them ranked Needham as a place to live as good or excellent.

As required by the General By-laws of the Town of Needham, and after consultation with the Board of Selectmen, School Committee and Finance Committee, we present the Town's seventh balanced budget proposal based on the principles of sustainability – meeting the needs of today without compromising the ability of future generations to meet their own needs, and resilience – withstanding the unexpected and continuing to provide high quality services.

The FY2011 budget was presented as the first year of a "Bridge to 2013." That budget message noted that a bridge is a structure carrying a pathway or roadway over a depression or obstacle, or a time, place or means of connection or transition. The FY2012 budget included \$500,900 in Federal stimulus and other one-time funds used to support Departmental expenditures in FY2012. The allocation of these funds enabled the Town to meet FY2012 expenses, while also providing more time for the Town to devise strategies for continuing service delivery in FY2013. Now, after the period of transition, the FY2013 budget is balanced without recourse to one-time funding, and only modest reductions to departmental budgets.

# Budget in Brief

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The FY2013 General Fund operating budget totals **\$117,705,784**, or **\$5,316,250** more than FY2012, representing a change of 4.7%.

Department spending requests were submitted to the Finance Committee on December 14, 2011. Department spending requests represented an increase of 5.2% over FY2012, with the School Superintendent's initial request consisting of a 5.7% increase over FY2012, and General Government departments representing an increase of 1.8%. Submitted spending plans for Townwide expenses increased 7.2% over FY2012.

## **Budgeting Best Practices**

In developing the FY2013 budget, we continue to use the following best practices in order to produce a budget that preserves the Town's fiscal sustainability: current revenues must be sufficient to support current expenditures; debt must not be used to fund on-going operating expenses; the use of Free Cash to fund operations should be minimized; adequate contingency funds should be maintained; and sufficient maintenance and replacement funds should be allocated to ensure that capital facilities and equipment are properly maintained.

## **Core Budget Priorities**

In consultation with the Board of Selectmen, we have adopted the following core budget priorities for general government operations. These priorities served as a key guideline in our evaluation of departmental spending requests. As in FY2011 and FY2012, the primary goal of the Board of Selectmen in consideration of the FY2013 operating budget is the maintenance and optimization of existing Town services given the availability of revenue for appropriation. In addition to maintenance and optimization of existing services, the Board's priorities for FY2013 include:

1. Support for items that contribute to the achievement of the Board's goals and objectives;
2. Support for initiatives that contribute to the preservation of existing Town assets;
3. Support for initiatives that contribute to sustainability, such as reducing energy use and planning for ongoing, long term balance of foreseeable revenues and financial commitments;
4. Support for initiatives aimed at achieving greater coordination and efficiency among departments and providing adequate resources to address the general administrative needs of the Town;
5. Promote initiatives that contribute to the long-term economic vitality of Needham;
6. Support the stewardship of existing land and resources, including expansion of town-owned open space for both active and conservation uses; and
7. Promote initiatives that contribute to the appearance of the Town.

## **Budget Process**

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

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

The FY2013 budget calendar is shown in Table 1.1.

**Table 1.1  
FY2013 Budget Calendar**

Date			Activity
August	3	2011	Town Manager issues capital improvement budget guidelines
August	16	2011	Town Manager budget consultation with the Board of Selectmen
September	7	2011	Town Manager budget consultation with the Finance Committee
September	13	2011	Town Manager budget consultation with the Board of Selectmen
September	15	2011	Town Manager issues budget guidelines
<b>October</b>	<b>21</b>	<b>2011</b>	<b>Capital Requests Due</b>
<b>October</b>	<b>31</b>	<b>2011</b>	<b>Department Spending Requests Due</b>
November	29	2011	Town Manager budget consultation with the Board of Selectmen
December	6	2011	Town Manager’s preliminary five year capital improvement plan presented to the Board of Selectmen
December	14	2011	Department spending requests are due to the Finance Committee from the Town Manager and School Superintendent
December	20	2011	Board of Selectmen Votes CIP Recommendation

Fiscal Year 2013 Proposed Budget

<b>January</b>	<b>3</b>	<b>2012</b>	<b>FY2013 – FY2017 Capital Improvement Plan is Distributed</b>
January	10	2012	Board of Selectmen opens the Annual Town Meeting Warrant
January	17	2012	Town Manager consultation with the School Committee
<b>January</b>	<b>24</b>	<b>2012</b>	<b>Town Manager's Budget Presentation</b>
January	31	2012	Town Manager's Budget is due to the Finance Committee
February	6	2012	Warrant articles for the Annual Town Meeting are due to the Board of Selectmen
February	14	2012	Board of Selectmen closes the Annual Town Meeting Warrant
February	22	2012	Finance Committee's FY2013 draft budget is due to the Town Manager
<b>March</b>	<b>15</b>	<b>2012</b>	<b>Finance Committee's budget recommendations are due for inclusion in the Annual Town Meeting Warrant</b>
<b>April</b>	<b>10</b>	<b>2012</b>	<b>Town Election</b>
May	7	2012	Annual Town Meeting Begins
July	01	2012	Start of Fiscal Year 2013

Budget guidelines were distributed to departments, boards, and committees on September 15, 2011, with spending requests due on October 31, 2011. The senior management team held budget review meetings with all departments during the month of November. Finance Committee and Community Preservation Committee liaisons were invited to attend these meetings in order to prepare for their own deliberations. Discussions with the Board of Selectmen, Finance Committee, and School Committee continued during the fall and winter, and the School Committee held a public hearing on the budget for the Needham Public Schools on January 17, 2012. At its meeting on January 24, 2012, the School Committee voted to recommend a budget of **\$51,179,831**, representing a 5.5% increase.

Departments were asked to use the following guidelines in preparing their requests:

**Base Budget Request**

The initial budget request reflects the amounts necessary to provide the same level of service in FY2013 as in FY2012. Spending requests include increases for contractual or mandated items, items subject to significant inflationary pressure, and/or any other item deemed appropriate by the Town Manager.

**Performance Budget**

Departments wishing to request additional funding did so under the performance improvement budget. Priority is given to performance improvement requests that are directly related to the identified goals and objectives of the department, the need for which can be demonstrated by performance measures and data, and those that demonstrate forward movement toward sustainability. When seeking performance improvement requests for additional headcount, department managers were required to include a detailed evaluation of other options for providing the proposed service,

such as increased hours for other staff members, use of overtime, or use of contracted service providers. This was a critical component of the budget review process.

## Personnel-Related Costs: Emphasis on Legacy Cost

Because the primary product of local government is services, the operating budget is heavily weighted to salaries and other personnel-related costs. Table 1.2 details the number of General Fund and Enterprise Fund benefit-eligible employees by department.

**Table 1.2  
General and Enterprise Fund Full-time Equivalent Benefit-Eligible Positions  
FY08 to FY12**

	Funded FY08	Funded FY09	Funded FY10	Funded FY11	Funded FY12	FY08-12 % Change
Town Manager/Selectmen	6.8	7.9	8.0	8.0	8.0	17.6%
Town Clerk	4.0	4.0	4.0	4.0	4.0	0.0%
Finance	21.0	21.0	21.0	21.0	21.0	0.0%
Police	58.0	58.0	58.0	58.0	57.0	-1.7%
Fire	74.0	74.0	74.0	74.0	72.0	-2.7%
Building	7.0	7.0	7.0	7.0	7.0	0.0%
DPW	87.0	88.0	89.0	89.0	86.0	-1.1%
Public Facilities	52.7	53.2	53.8	53.8	54.8	4.0%
Health	4.6	4.6	4.6	4.6	4.6	0.0%
Human Services	8.1	8.3	8.3	8.3	7.8	-3.6%
Planning & Community Development	4.9	4.9	4.9	5.6	5.6	13.9%
Library	14.0	14.0	14.0	14.0	13.0	-7.1%
Park and Recreation	4.0	4.0	4.0	4.0	4.0	0.0%
<b>Total</b>	<b>346.1</b>	<b>348.9</b>	<b>350.6</b>	<b>351.3</b>	<b>344.8</b>	<b>-0.4%</b>
<b>Needham Public Schools</b>	<b>607.2</b>	<b>607.6</b>	<b>621.4</b>	<b>618.5</b>	<b>624.4</b>	<b>2.8%</b>

The number of General Government full-time equivalent employees remained essentially the same from FY2008 to FY2012, decreasing by 0.4%. The number of School Department FTEs has grown by 2.8% over that same period.

Approximately 72% of the Town's budget is allocated to personnel-related costs, including salary and wages, health insurance, retirement assessments, unemployment and workers compensation. The total increase in employee benefits and assessments costs for FY2013 is lower than might have been expected this time last year, as the Town's employees and bargaining units have actively participated in efforts to moderate salary growth and reduce legacy costs. Employee groups have accepted very modest wage increase (in many cases, more than one year with no increase) in order to allow the Town to continue to provide services - generally uninterrupted - in a period of decreasing resources. Most employee associations have also agreed to participate in the so-called Rate Saver health insurance plans.

These plans have a lower premium but higher out-of-pocket costs. Without the conversion to these Rate Saver plans, the FY2013 operating budget for health insurance would be as much as \$1.8 million higher than currently projected.

Initial projections assumed an increase of 7% for health insurance rates for FY2013. However, the West Suburban Health Group – a consortium of regional towns and districts joining together to purchase health insurance – recently issued rates that include no increase for the Rate Saver plans. As a result, the health insurance portion of this budget is expected to increase by only 0.7%. Employee participation in the Town’s group health insurance program continues to experience significant fluctuations. As evidenced in Table 1.3, health insurance enrollment for active employees grew 1.61% from FY2011 to FY2012, and is up 2.76% in the last five years.

**Table 1.3  
Health Insurance Enrollment  
FY08 to FY12**

<b>Fiscal Year</b>	<b>Town</b>	<b>School</b>	<b>Total Actives</b>	<b>Retirees</b>	<b>Total Active &amp; Retired</b>
FY08	287	509	796	775	1,571
FY09	293	491	784	804	1,588
FY10	286	541	827	796	1,623
FY11	290	515	805	799	1,604
FY12	288	530	818	806	1,624

<b>Total Change FY08-FY12</b>	<b>0.35%</b>	<b>4.13%</b>	<b>2.76%</b>	<b>4.00%</b>	<b>3.37%</b>
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<b>Total Change FY11-FY12</b>	<b>-0.69%</b>	<b>2.91%</b>	<b>1.61%</b>	<b>0.88%</b>	<b>1.25%</b>
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Note: Retiree enrollment is expressed in covered lives. In FY12, 472 individuals who retired from the Town of Needham are receiving health insurance benefits.

As noted on Table 1.4, annual increases in salary line items from FY2008 to FY2012 are consistent with the Town’s sustainability guideline by mirroring the historical annual increase in revenue (4.0% overall, 4.6% for the Needham Public Schools, and 2.9% for General Government departments).

## Fiscal Year 2013 Proposed Budget

**Table 1.4**  
**Changes in Salary Line Items FY2008 - FY2012**

	FY2008	FY2009	FY2010	FY2011	FY2012 Current	Average % Change
Board of Selectmen	504,290	586,099	630,398	644,644	646,680	5.9%
Town Clerk	258,026	276,327	263,081	282,308	279,390	2.3%
Town Counsel	65,464	66,989	68,664	68,664	68,664	1.2%
Personnel Board	1,601	1,641	1,128	600	600	-15.6%
Finance Department	1,291,273	1,296,242	1,326,597	1,342,043	1,385,756	1.9%
Finance Committee	28,547	29,261	29,993	27,493	28,382	1.0%
<b>Total Municipal Administration</b>	<b>2,149,201</b>	<b>2,256,559</b>	<b>2,319,861</b>	<b>2,365,752</b>	<b>2,409,472</b>	<b>2.8%</b>
Police Department	4,307,656	4,529,149	4,771,895	4,884,190	4,859,711	2.7%
Fire Department	5,330,631	5,616,784	5,722,539	5,812,408	6,095,891	3.4%
Building Inspector	407,324	422,358	444,020	445,919	440,113	2.7%
<b>Total Public Safety</b>	<b>10,045,611</b>	<b>10,568,291</b>	<b>10,938,454</b>	<b>11,142,517</b>	<b>11,395,715</b>	<b>3.1%</b>
<b>Education</b>	<b>34,895,067</b>	<b>37,287,966</b>	<b>39,247,086</b>	<b>40,264,790</b>	<b>41,542,579</b>	<b>4.6%</b>
<b>Public Works*</b>	<b>2,971,552</b>	<b>3,137,945</b>	<b>3,258,049</b>	<b>3,393,323</b>	<b>3,041,684</b>	<b>0.7%</b>
<b>Public Facilities</b>	<b>2,540,529</b>	<b>2,608,373</b>	<b>2,875,501</b>	<b>2,870,212</b>	<b>3,058,620</b>	<b>4.7%</b>
Planning Department	188,469	196,791	207,833	218,028	232,476	11.7%
Community Development	86,677	92,366	97,829	103,188	108,584	11.6%
<b>Total Development</b>	<b>275,146</b>	<b>289,157</b>	<b>305,662</b>	<b>321,216</b>	<b>341,060</b>	<b>11.6%</b>
Health Department	344,624	364,066	377,408	383,012	385,301	3.9%
Human Services	469,698	501,839	525,393	488,996	493,873	1.2%
Needham Public Library	1,000,410	1,033,541	1,075,014	1,076,094	1,073,225	2.2%
Park & Recreation Department	423,651	430,134	441,142	443,185	440,395	1.4%
<b>Total Community Services</b>	<b>2,238,383</b>	<b>2,329,580</b>	<b>2,418,957</b>	<b>2,391,287</b>	<b>2,392,794</b>	<b>2.1%</b>
<b>Total</b>	<b>55,115,489</b>	<b>58,477,871</b>	<b>61,363,570</b>	<b>62,749,097</b>	<b>64,181,924</b>	<b>4.0%</b>
<b>Total General Government</b>	<b>20,220,422</b>	<b>21,189,905</b>	<b>22,116,484</b>	<b>22,484,307</b>	<b>22,639,345</b>	<b>2.9%</b>

\*Effective with FY2012 the drains program and related expenses were moved from Public Works to the Sewer Enterprise budget; the average percentage change with the drains program for Public Works would be 2.5% and Total General Government would be 3.2%.

## Balanced Budget Highlights

The following is a summary of key considerations that serve as the basis of the balanced budget recommendations. The full discussion of each department is included in the submitted departmental spending requests contained in Section 4.

### Townwide Expenses

The **Casualty, Liability and Self-Insurance** line has been level funded. The Town participates in the Massachusetts Interlocal Insurance Agency (MIIA) which has agreed to continue the FY2012 rates for FY2013 with no increase in premium. The Newman School is scheduled reopen in FY2013, and therefore must be added back to the Town's insurance coverage. However, since the Town was required to cover the modular units placed at Newman, we expect the addition of Newman School to be offset by the removal of the modular units. In addition, the Town continues to earn

premium credits based on our on-going loss control efforts to keep premium growth low.

**General Fund Debt Service** reflects the amounts to be paid on current and authorized but not issued debt, and includes both general fund debt service within the levy and excluded debt. This budget also includes a line for debt service supported by Community Preservation Funds. Of the total budget of \$11,288,276, \$7,507,149 or 67% is allocated for excluded debt approved by the voters for major capital projects such as the Newman School, High School, Library, High Rock School, Broadmeadow School, and Eliot School, and \$550,000 is allocated for the Town Hall projected from the Community Preservation Fund.

**Employee Benefits and Employer Assessments** The expenses covered under this program include group insurance for active employees, 401(a) Plan deferred compensation payments, employee benefit administration costs, a temporary HRA program associated with conversion to Rate Saver health insurance plans, Medicare tax, Social Security tax, Unemployment assessments, Workers Compensation and Public Safety injured on duty payments, Employee Assistance services, professional services, and incidental expenses. As noted previously, the health insurance portion of this budget is expected to increase by only 0.7% from FY2012 to FY2013. Amounts needed for Medicare and Social Security taxes paid on behalf of employees are increasing at 8% and 14% respectively. The Town has increased its reliance on temporary, seasonal, and non-benefit-eligible employees, which results in an increase in the Social Security tax obligation. However, use of non-benefit eligible employees, where appropriate, helps the Town moderate legacy costs in the future. The unemployment budget has been increased to reflect actual projected spending in FY2013 and to reflect the extension of benefits to 99 weeks by the Federal government.

**Retirement Assessments** includes funding for Town's share of pension costs for non-contributory and contributory 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 surviving spouses. 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. 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 77.9% on January 1, 2011, down just slightly from 78.2% on January 1, 2010. It is anticipated that the system will be fully funded no later than 2027.

The **Retiree Insurance and Insurance Liability Fund** incorporates both the "pay as you go" funding for benefits of current retirees, and the normal cost of benefits for future retirees. The Town has been funding its post-employment benefit obligation ("OPEB") since FY2002. Chapter 10 of the Acts of 2002 created a separate fund for this purpose. As of July 1, 2011, the Town's Unfunded Actuarial Liability (UAL) was \$59,122,322, with a funded ratio of 10.9% (as compared to a UAL of \$43,879,127 and a funded ratio of 10.2% as of July 1, 2009). The increase in the unfunded actuarial liability is attributable to several factors, including the conversion to a new mortality table recognizing that retirees are living longer, a reflection of the percentage of retirees who will likely elect health insurance at retirement, the trend in health care spending, and the age and years of service of current employees (which makes them more likely to retire from Needham). Conversion of most of the

Town's existing employees and all future employees to the higher out-of-pocket Rate Saver health insurance plans will continue to have a positive impact on the Town's unfunded OPEB liability.

The **Classification, Performance and Settlements** line provides a reserve for funding General Government personnel-related items as they occur during the year. The Town has four collective bargaining agreements that are not yet settled for FY2013, and the Classification, Performance and Settlements line includes a placeholder amount. The Classification, Performance and Settlements line has been increased by \$89,700 over FY2012.

The purpose of the **Reserve Fund** is to provide an annual budgetary reserve for unforeseen or extraordinary expenses. The FY2013 Reserve Fund request presented by the Finance Committee is calculated at 1.4% of the projected operating budget.

## General Government

**Board of Selectmen/Town Manager** The Board of Selectmen/Town Manager's budget increased 2.9% from FY2012 to FY2013 due to projected salary increases for existing staff.

**Town Clerk/Board of Registrars** The Town Clerk/Board of Registrars budget increased 7.6% from FY2012 to FY2013 due to projected salary increases for existing staff and an increase in the number of elections in FY2013 from two to three, including a Presidential election.

**Town Counsel** The legal budget increased by 0.5% due to projected salary increases for existing staff.

**Personnel Board** This line item is level-funded for FY2013.

**Finance Department** The Finance Department budget increased by 2.6% from FY2012 to FY2013 attributable to projected salary increases for existing staff and the number and cost of software license agreements.

**Finance Committee** This budget increased by 6.5% from FY2012 to FY2013 due to projected salary increases for existing staff.

## Planning and Community Development

The consolidated Planning and Community Development Department was created in 2010 by combining the existing Conservation and Zoning Board of Appeals budgets. The Director of Planning and Community Development oversees both the Planning budget and the Community Development budget. In keeping with the consolidation plan, this budget assumes an allocation of targeted wetlands funds to support the Director of Conservation – the reliance on wetlands funds is expected to decrease beginning in FY2014. The Planning budget increased by 2.6% from FY2012 to FY2013 due to projected salary increases for existing staff. With respect to the Community Development budget, we continue to see significant Conservation and Board of Appeals activity. The Department previously had an administrative staff

person dedicated 60% to ZBA and 40% to Conservation. When that position was vacated, the Town hired two part-time employees with very different skill sets to fill the positions, which has been more effective. The Conservation work requires a highly technical, wetlands professional position, and the ZBA requires a professional level employee to help provide uniformity and consistency in the writing of decisions. The Community Development budget increased 8.3% from FY2012 to FY2013, consistent with the Town's plan to realign and support what has in the past been a chronically underfunded program.

## Public Safety

**The Police Department** budget increased 1.9% from FY2012 to FY2013. The Town and the two Police unions have not reached agreement on a collective bargaining agreement for fiscal year 2012 or fiscal year 2013. The Department has experienced significant staff turnover over the past several years, as a large number of long-serving officers retired and new recruits were hired. This budget includes one additional front-line vehicle in the FY2013 replacement schedule – six vehicles compared to five in FY2012.

**Fire Department** The recommended Fire Department budget is lower in FY2013 than FY2012 by 0.1%. However, the budget does not include funding for wage increases for members of the Fire Union, as the Town and the Union have not yet reached agreement on a contract for fiscal year 2013. The Department has also experienced staff turnover over the past several years, as a number of long-serving employees retired and new recruits were hired.

**Building Department** The recommended budget for the Building Department is 4.6% higher than FY2012 due to projected salary increases for existing staff, and an increase of **\$6,900** for additional substitute inspectors and overtime. The Department continues to experience a high level of permit activity. Use of substitute inspectors and overtime provides an increase in our ability to meet the demand without increasing headcount and incurring legacy costs. In FY2012, the Town outsourced the responsibility for its sealer of weights and measures function to the Commonwealth. As a result, the funds that were previously included in the salary line are now included in the expense line. The new service delivery method provides a greater level of continuity for the program.

## Education

**Minuteman School** The Town has received a preliminary assessment from the Minuteman School which is \$217,401 higher than the FY2012 assessment, based primarily on the number and mix of students attending the school from Needham. The proposed Minuteman School budget overall increase is approximately 5%.

**Needham Public Schools** At its meeting on January 24, 2012, the Needham School Committee approved a budget request of **\$51,179,831**, 5.5% higher than the fiscal year 2012 spending plan. Based upon available revenue, the Town Manager's recommended budget for the School Department is **\$51,007,074**, or 5.2%. As noted previously, the Department's fiscal year 2012 budget was balanced using \$500,900 in one-time funds as part of the "Bridge to 2013" strategy. The actual increase in the Department's budget from FY2012 to FY2013 is 4.1%.

## Public Works

The Department of Public Works General Fund operating budget is recommended to increase by 3.6%, due primarily to projected salary increases for existing employees, and inflationary pressure on expenses such as fuel and asphalt. The Town Manager's recommended budget reduces the DPW request by a total of **\$50,742**. The Parks and Forestry budget was reduced by \$27,000 for Memorial Park root zone improvements (plans for an alternative source of funding for this project are underway) and landscape improvements. The Parks and Forestry and Highway Departments were reduced by \$13,742 based on a change in overtime calculation methodology. A GIS monument grid system project in the Engineering Division was also deferred. The Parks and Forestry budget has been increased by **\$27,624** over FY2012 levels for contracted maintenance and supplies as part of a recently formalized grass field maintenance protocol.

**Municipal Parking** The Municipal Parking budget has been level funded for FY2013. Town's relationship with the MBTA for management of the Needham commuter lots changed in the winter of 2011, with the "T" assuming responsibility for management of the lots and collection of fees. The municipal parking line includes payment for leasing parking spaces in Needham Center.

**Municipal Streetlight Program** The Municipal Streetlight Program budget was initially submitted with no increase. The recommend budget reflects a reduction of **\$23,000** over FY2012 – reflective of actual average energy consumption.

## Public Facilities

The recommended budget for Public Facilities is virtually unchanged from FY2012. The budget has been reduced by **\$62,143** to reflect refined estimates of projected energy use. The Public Facilities budget includes an increase of **\$9,318** to reflect the fact that the Administrative Specialist in the Construction Division has been working a full-time schedule. The budget includes no general wage increase for custodial and trades employees whose contract is not yet settled for fiscal year 2013.

## Human Services

**Health Department** The Health Department budget is recommended to increase by 6.8%. This increase is attributable to projected salary increases for existing staff, and to a recommended increase of **\$10,000** for contracted mental health services. The proposed increase will enable the Town to provide additional services with no increase in headcount or legacy costs. The budget request was reduced by **\$7,660** for increased staff hours and benefits.

**Human Services** The Human Services budget is recommended to increase by 4.2%. This increase is primarily attributable to projected salary increases for existing staff, and an increase in the projected level of benefits paid to Needham veterans. The Town is reimbursed for 75% of these expenditures by the Commonwealth.

Fiscal Year 2013 Proposed Budget

**Historical Commission** No change is recommended for the Historic Commission budget in FY2013.

**Commission on Disabilities** No change is recommended for the Commission on Disabilities budget in FY2013.

**Public Library** The recommended Library budget is 1.3% higher than FY2012 due to projected salary increases for existing staff, and the inclusion of the Library Technology Replacement Program - **\$16,250** - in the operating budget. Over the past few years, the Library has used its dedicated State Aid account to meet a growing service demand, but such funding is unsustainable. Although we are not able to recommend the transfer of additional services to the operating budget in FY2013, we continue to recommend that these services be converted to Town funding over a period of several years. The submitted budget was reduced by a total of **\$43,212** for a part-time Children's Librarian, additional circulation hours, network pages, and museum pass software.

**Park and Recreation** The Park and Recreation budget increased by 1.8% from FY2012 to FY2013 due to projected salary increases for existing staff.

**Memorial Park** No change is proposed for the Memorial Park budget for FY2013.

Changes from submitted budgets, and performance improvement recommendations are outlined in Table 1.5.

**Table 1.5  
FY2013 Changes to General Fund Operating Budget Requests**

Employee Benefits/Health Insurance	Townwide	(\$186,687)	
Salary Line	BOS/TM	(\$1,109)	
Building Inspection Substitutes and Overtime	Building		\$6,900
Radios for Vehicles	Building	(\$2,018)	
Salaries/OT	Public Works	(\$13,742)	
Memorial Park Root Zone	Public Works	(\$17,000)	
Monument Grid System	Public Works	\$10,000	
Landscape Beautification	Public Works	\$10,000	
Energy Projection Estimate	Municipal Lighting	(\$23,000)	
Additional Hours - Administrative Specialist	Public Facilities		\$9,318
Revised Energy Estimate	Public Facilities	(\$62,143)	
Operating Budget	Public Schools	(\$257,751)	
Mental Health/Riverside Contract	Public Health		\$10,000
Additional Hours - Health Coordinator	Public Health	(\$2,160)	
Automobile Stipends	Public Health	(\$4,000)	
Professional Development	Public Health	(\$1,500)	
Children's Librarian	Public Library	(\$19,615)	
Circulation Hours	Public Library	(\$14,343)	
Network Pages	Public Library	(\$8,529)	
Museum Pass Software	Public Library	(\$725)	
Technology Replacement	Public Library		\$16,250
		(\$594,322)	\$42,468

# Beyond the General Fund Operating Budgets

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## Capital Budget Summary

The focus of this document is the FY2013 General Fund, Enterprise Fund, and Community Preservation Fund budgets. The FY2013 – FY2017 Capital Improvement Plan (CIP) is published as a separate document. Section 5 of this document contains the executive summary of the FY2013 - FY2017 CIP. An integral part of the balanced budget proposal contained herein, however, is the funding of capital and other non-operating budget items.

The general fund cash capital recommendation is broken into two components – primary (**\$1,813,865**) and secondary (**\$960,268**). Based on the extraordinary level of Free Cash expected from FY2011, the Town Manager’s recommended cash capital budget consists of both primary and secondary cash capital for a total of **\$2,774,133**.

## Enterprise Fund Summary

**RTS** As in FY2012, the RTS budget includes measures to help align revenue with expenses. RTS user fees were increased in 2010 and 2011 as non-fee revenue continued to drop dramatically. Also in FY2011, the sticker fee structure was realigned, to include an increase in the primary sticker and the availability of additional stickers at \$10 each. We propose that **\$273,483** in retained earnings be used to support the RTS budget for FY2013. This measure is intended to mitigate the loss of recycling and miscellaneous revenue that has decreased sharply during the current recession, but has shown signs of improvement this year. The recommended RTS budget is 4.2% higher in FY2013 due primarily to projected salary increases for existing personnel. The submitted budget was reduced by **\$57,011**. The proposed reductions include \$20,014 from the salary/overtime line reflecting a change to the calculation methodology, \$12,000 from operating capital resulting from the deferral of the increase in one transfer trailer for recyclables, \$16,667 representing the phasing of funding for the materials processing program which was eliminated from the Highway budget in FY2012 and not included in the RTS fund, and \$8,330 from expenses to reflect the five year average of tipping fee increases for solid waste disposal.

**Sewer** The recommended Sewer Enterprise Fund budget is 0.6% higher than FY2012. The submitted sewer budget has been reduced by **\$14,053** to reflect revised projections for overtime requirements. The MWRA Assessment line has been level-funded as the Town’s 2013 assessment is not yet available. Any increase in the assessment is proposed to be funded through retained earnings.

**Water** The recommended Water Enterprise Fund budget is 0.52% higher than the FY2012 budget. The submitted budget has been reduced by **\$51,731** to account for revised projections for overtime requirements and new estimates for the cost of brass fitting equipment and certain chemicals. The MWRA Assessment line has been

level-funded as the Town's 2013 assessment is not yet available. The anticipated increase in this line is proposed for funding through Water Enterprise Fund receipts.

#### **Community Preservation**

The administrative budget of the Community Preservation Fund is unchanged from FY2012.

## **Other Financial Warrant Articles**

**Compensated Absences Fund** As in fiscal year 2012, given the projected level of retirements and existing fund balance, there is no request for compensated absences funding this year. Upon retirement, certain employees are compensated for a portion of their unused sick leave. All employees are entitled to payment of unused vacation leave upon termination of Town service.

**Senior Corps Program** The balanced budget includes **\$15,000** funding for the Senior Corps Program, unchanged from the FY2012 budget. The Senior Corps program provides an opportunity for qualified elderly or disabled property owners to work up to 100 hours for the Town. Over the last 10 years, the appropriation has ranged from \$7,500 to \$15,000. The Senior Corps Program has averaged more than 14 participants over the last ten year period and over 16 participants in the last four year period. The requested appropriation will support 18 participants.

**Property Tax Relief Fund** The balanced budget includes **\$13,353** in funding for the Property Tax Relief Fund. The 2009 Annual Town Meeting voted to establish a Property Tax Assistance Program. The goal of the Board of Selectmen is to set a target annual appropriation for the fund equal to the amount of private contributions to the Town's statutory voluntary tax relief program during the preceding fiscal year, up to a maximum appropriation of \$25,000 (2008 dollars). The voluntary fund received \$13,353 in fiscal year 2011.

**Wireless Municipal Radio Master Box Fire Alarm Feasibility Study** This article would provide **\$10,000** in funding for evaluation of the benefits and costs of eliminating the Town's older style fire alarm master boxes and replacing some with a new style wireless radio master box system. The current telephone pole and pedestal-mounted fire alarm boxes would be eliminated. Overtime time, buildings with master boxes would be replaced with wireless radio transmitters.

**GF/RTS Contribution** The balanced budget includes a **\$547,100** contribution to the RTS Enterprise Fund. It is the policy of the Town to annually support the RTS Enterprise Fund by means of a transfer from the General Fund in an amount equal to the average of the "avoided cost" for the most recent three complete fiscal years. Avoided cost is the value of the services provided to Town Departments by the Recycling and Transfer Station. Included in these services are: receiving, processing and recycling DPW construction debris; disposal of trash from public trash receptacles; composting of leaves and yard waste which is then used by the Town; collecting and processing recyclables from Town departments, including schools; and disposal of snow and other normal trash from Town property. The expense of Recycling and Transfer Station labor, vehicles, and equipment used to provide these services and repairs and maintenance are factored into the calculation of the avoided cost.

**Drains/Sewer Contribution** The balanced budget includes a **\$493,392** contribution to the Sewer Enterprise Fund to offset the cost of the Drains program. The Drains program, which is a General Fund expense, is appropriated to the Sewer Enterprise Fund as it is more efficient to account for the program in that manner.

**Athletic Facility Stabilization Fund** The balanced budget proposal includes a recommendation to create an athletic facility stabilization fund to set aside capital funds for renovation and reconstruction of the Town's athletic facilities, particularly Memorial and DeFazio, which were renovated as part of a remarkable public/private partnership at a cost of more than \$7 million. Replacement of the synthetic turf fields is expected to be in the \$1.6 to \$1.8 million range in the coming years. The Town Manager's recommendation for funding the Athletic Facility Stabilization Fund in FY2013 is at least **\$32,728**. In future years, we propose that the fund be credited with at least the amount equal to the Park and Recreation administrative fee receipts.

**Stabilization Funds/Workers' Compensation Fund/Other One-time Uses** No recommendation for appropriation to the Town's reserve funds is included in the balanced budget proposal, as funds available for such appropriation, and the most beneficial use of such funds, are typically determined later in the budget process. The Capital Improvement Fund is a reserve for future acquisition and replacement of new equipment and certain building and facility improvements. The Capital Facility Stabilization Fund is a reserve for future design, maintenance, renovation or reconstruction relating to the structural integrity, building envelope or MEP (mechanical, electrical, plumbing) systems of then existing capital facilities. The Workers' Compensation Fund is the Town's reserve fund for paying workers' compensation claims of a prior year and for lump sum settlements up to the limit of the Town's reinsurance limit.

Based upon the final Free Cash certification, the balanced budget proposal includes an allocation of approximately \$1 million for contributions to these funds and/or for other one-time expenditures.

## In Conclusion

This balanced budget proposal is promulgated prior to the start of the budget process for the Commonwealth. As revenue estimates are refined in the winter and spring, we will work with the various Town boards and committees in preparing the final budget to be presented to Town Meeting.

I continue to be impressed with the commitment to sustainability and optimism for the future that has been demonstrated by the Board of Selectmen, School Committee, Finance Committee, Town Meeting, and ultimately the community. We are fortunate as a community to have a dedicated, loyal, and hardworking staff who, like board and committee members, often put the needs of the community ahead of their own personal interests. I thank you for the opportunity to serve the residents and businesses in the Town of Needham.

*Kate Fitzpatrick*  
Town Manager

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Fiscal Year 2013 Proposed Budget

Town of Needham Appropriation Lines  Budget	Town Manager Recommendation					FY2013 % Change over FY2012	
	FY2012 Amended 11/7/2011	FY2013 Total Submitted Request	FY2013 \$ Change	FY2013 DSR2	FY2013 DSR4		FY2013 Balance Budget
<b>Town Wide Expense</b>							
Casualty, Liability and Self Insurance Program	525,000	525,000		525,000		525,000	
Debt Service - General Fund	10,883,020	11,288,276	405,256	11,288,276		11,288,276	405,256
Employee Benefits and Employer Assessments	10,109,724	10,860,556	750,832	10,673,869		10,673,869	564,145
Retirement Assessments	4,755,475	5,030,821	275,346	5,030,821		5,030,821	275,346
Retiree Insurance Program & Insurance Liability Fund	3,906,275	4,523,887	617,612	4,523,887		4,523,887	617,612
Classification, Performance and Settlements	202,000	291,700	89,700	291,700		291,700	89,700
Reserve Fund	1,166,524	1,333,364	166,840	1,333,364		1,333,364	166,840
<b>Group Total</b>	<b>31,548,018</b>	<b>33,853,604</b>	<b>2,305,586</b>	<b>33,666,917</b>		<b>33,666,917</b>	<b>2,118,899</b>
<b>Board of Selectmen &amp; Town Manager</b>							
Personnel	646,680	670,928	24,248	669,819		669,819	23,139
Expenses	156,433	156,433		156,433		156,433	
<b>Total</b>	<b>803,113</b>	<b>827,361</b>	<b>24,248</b>	<b>826,252</b>		<b>826,252</b>	<b>23,139</b>
<b>Town Clerk and Board of Registrars</b>							
Personnel	279,390	296,301	16,911	296,301		296,301	16,911
Expenses	38,290	45,552	7,262	45,552		45,552	7,262
<b>Total</b>	<b>317,680</b>	<b>341,853</b>	<b>24,173</b>	<b>341,853</b>		<b>341,853</b>	<b>24,173</b>
<b>Town Counsel</b>							
Personnel	68,664	70,039	1,375	70,039		70,039	1,375
Expenses	230,000	230,000		230,000		230,000	
<b>Total</b>	<b>298,664</b>	<b>300,039</b>	<b>1,375</b>	<b>300,039</b>		<b>300,039</b>	<b>1,375</b>
<b>Personnel Board</b>							
Personnel	600	600		600		600	
Expenses	11,000	11,000		11,000		11,000	
<b>Total</b>	<b>11,600</b>	<b>11,600</b>		<b>11,600</b>		<b>11,600</b>	

Town of Needham Appropriation Lines  Budget	Town Manager Recommendation							
	FY2012 Amended 11/7/2011	FY2013 Total Submitted Request	FY2013 \$ Change	FY2013 DSR2	FY2013 DSR4	FY2013 Balance Budget	FY2013 \$ change from FY2012	FY2013 % Change over FY2012
<b>Finance Department</b>								
Personnel	1,385,756	1,437,620	51,864	1,437,620		1,437,620	51,864	
Expenses	741,605	746,495	4,890	746,495		746,495	4,890	
Operating Capital	37,500	37,500		37,500		37,500		
<b>Total</b>	<b>2,164,861</b>	<b>2,221,615</b>	<b>56,754</b>	<b>2,221,615</b>		<b>2,221,615</b>	<b>56,754</b>	<b>2.6%</b>
<b>Finance Committee</b>								
Personnel	28,382	30,289	1,907	30,289		30,289	1,907	
Expenses	1,075	1,075		1,075		1,075		
<b>Total</b>	<b>29,457</b>	<b>31,364</b>	<b>1,907</b>	<b>31,364</b>		<b>31,364</b>	<b>1,907</b>	<b>6.5%</b>
<b>General Government Group</b>	<b>3,625,375</b>	<b>3,733,832</b>	<b>108,457</b>	<b>3,732,723</b>		<b>3,732,723</b>	<b>107,348</b>	<b>3.0%</b>
<b>Planning Department</b>								
Personnel	232,476	238,982	6,506	238,982		238,982	6,506	
Expenses	16,460	16,460		16,460		16,460		
<b>Total</b>	<b>248,936</b>	<b>255,442</b>	<b>6,506</b>	<b>255,442</b>		<b>255,442</b>	<b>6,506</b>	<b>2.6%</b>
<b>Community Development</b>								
Personnel	108,584	118,626	10,042	118,626		118,626	10,042	
Expenses	11,858	11,858		11,858		11,858		
<b>Total</b>	<b>120,442</b>	<b>130,484</b>	<b>10,042</b>	<b>130,484</b>		<b>130,484</b>	<b>10,042</b>	<b>8.3%</b>
<b>Land Use &amp; Development Group</b>	<b>369,378</b>	<b>385,926</b>	<b>16,548</b>	<b>385,926</b>		<b>385,926</b>	<b>16,548</b>	<b>4.5%</b>
<b>Police Department</b>								
Personnel	4,859,711	4,842,392	(17,319)	4,842,392		4,842,392	(17,319)	
Expenses	239,858	280,835	40,977	280,835		280,835	40,977	
Operating Capital	125,891	200,000	74,109	200,000		200,000	74,109	
<b>Total</b>	<b>5,225,460</b>	<b>5,323,227</b>	<b>97,767</b>	<b>5,323,227</b>		<b>5,323,227</b>	<b>97,767</b>	<b>1.9%</b>
<b>Fire Department</b>								
Personnel	6,095,891	6,079,147	(16,744)	6,079,147		6,079,147	(16,744)	
Expenses	240,683	253,965	13,282	253,965		253,965	13,282	
<b>Total</b>	<b>6,336,574</b>	<b>6,333,112</b>	<b>(3,462)</b>	<b>6,333,112</b>		<b>6,333,112</b>	<b>(3,462)</b>	<b>-0.1%</b>

Fiscal Year 2013 Proposed Budget

Town of Needham Appropriation Lines  Budget	Town Manager Recommendation						FY2013 % Change over FY2012
	FY2012 Amended 11/7/2011	FY2013 Total Submitted Request	FY2013 \$ Change	FY2013 DSR2	FY2013 DSR4	FY2013 Balance Budget	
<b>Building Inspector</b>							
Personnel	440,113	460,619	20,506	453,719	6,900	460,619	20,506
Expenses	28,095	30,958	2,863	28,940		28,940	845
<b>Total</b>	<b>468,208</b>	<b>491,577</b>	<b>23,369</b>	<b>482,659</b>	<b>6,900</b>	<b>489,559</b>	<b>21,351</b>
<b>Public Safety Group</b>	<b>12,030,242</b>	<b>12,147,916</b>	<b>117,674</b>	<b>12,138,998</b>	<b>6,900</b>	<b>12,145,898</b>	<b>115,656</b>
<b>Minuteman</b>	<b>562,637</b>	<b>758,878</b>	<b>196,241</b>	<b>780,038</b>		<b>780,038</b>	<b>217,401</b>
<b>Needham Public Schools</b>	<b>48,501,371</b>	<b>51,264,825</b>	<b>2,763,454</b>	<b>51,007,074</b>		<b>51,007,074</b>	<b>2,505,703</b>
<b>Department of Public Works</b>							
Personnel	3,041,684	3,123,223	81,539	3,109,481		3,109,481	67,797
Expenses	1,322,295	1,453,915	131,620	1,416,915		1,416,915	94,620
Operating Capital	6,700	6,500	(200)	6,500		6,500	(200)
Snow and Ice Budget	400,000	410,000	10,000	410,000		410,000	10,000
<b>Total</b>	<b>4,770,679</b>	<b>4,993,638</b>	<b>222,959</b>	<b>4,942,896</b>		<b>4,942,896</b>	<b>172,217</b>
<b>Municipal Parking Program</b>							
<b>Program Total</b>	<b>55,000</b>	<b>55,000</b>		<b>55,000</b>		<b>55,000</b>	
<b>Municipal Lighting Program</b>							
<b>Program Total</b>	<b>256,000</b>	<b>256,000</b>		<b>233,000</b>		<b>233,000</b>	<b>(23,000)</b>
<b>Public Works Group</b>	<b>5,081,679</b>	<b>5,304,638</b>	<b>222,959</b>	<b>5,230,896</b>		<b>5,230,896</b>	<b>149,217</b>
<b>Department of Public Facilities</b>							
Personnel	3,058,620	3,182,993	124,373	3,173,675	9,318	3,182,993	124,373
Expenses	4,666,935	4,607,203	(59,732)	4,545,060		4,545,060	(121,875)
Operating Capital							
<b>Total</b>	<b>7,725,555</b>	<b>7,790,196</b>	<b>64,641</b>	<b>7,718,735</b>	<b>9,318</b>	<b>7,728,053</b>	<b>2,498</b>
<b>Public Facilities Group</b>	<b>7,725,555</b>	<b>7,790,196</b>	<b>64,641</b>	<b>7,718,735</b>	<b>9,318</b>	<b>7,728,053</b>	<b>2,498</b>

Fiscal Year 2013 Proposed Budget

Town of Needham Appropriation Lines  Budget	Town Manager Recommendation							
	FY2012 Amended 11/7/2011	FY2013 Total Submitted Request	FY2013 \$ Change	FY2013 DSR2	FY2013 DSR4	FY2013 Balance Budget	FY2013 \$ change from FY2012	FY2013 % Change over FY2012
<b>Health Department</b>								
Personnel	385,301	412,882	27,581	406,722	10,000	406,722	21,421	
Expenses	76,829	88,554	11,725	77,054		87,054	10,225	
<b>Total</b>	<b>462,130</b>	<b>501,436</b>	<b>39,306</b>	<b>483,776</b>	<b>10,000</b>	<b>493,776</b>	<b>31,646</b>	<b>6.8%</b>
<b>Human Services</b>								
Personnel	493,873	510,811	16,938	510,811		510,811	16,938	
Expenses	70,370	77,205	6,835	77,205		77,205	6,835	
<b>Total</b>	<b>564,243</b>	<b>588,016</b>	<b>23,773</b>	<b>588,016</b>		<b>588,016</b>	<b>23,773</b>	<b>4.2%</b>
<b>Commission on Disabilities</b>								
Expenses	550	550		550		550		
<b>Total</b>	<b>550</b>	<b>550</b>		<b>550</b>		<b>550</b>		
<b>Historical Commission</b>								
Expenses	1,050	1,050		1,050		1,050		
<b>Total</b>	<b>1,050</b>	<b>1,050</b>		<b>1,050</b>		<b>1,050</b>		
<b>Needham Public Library</b>								
Personnel	1,073,225	1,114,454	41,229	1,071,967		1,071,967	(1,258)	
Expenses	292,061	311,501	19,440	294,526	16,250	310,776	18,715	
<b>Total</b>	<b>1,365,286</b>	<b>1,425,955</b>	<b>60,669</b>	<b>1,366,493</b>	<b>16,250</b>	<b>1,382,743</b>	<b>17,457</b>	<b>1.3%</b>
<b>Parks and Recreation Department</b>								
Personnel	440,395	453,499	13,104	453,499		453,499	13,104	
Expenses	110,875	107,875	(3,000)	107,875		107,875	(3,000)	
<b>Total</b>	<b>551,270</b>	<b>561,374</b>	<b>10,104</b>	<b>561,374</b>		<b>561,374</b>	<b>10,104</b>	<b>1.8%</b>
<b>Memorial Park</b>								
Expenses	750	750		750		750		
<b>Total</b>	<b>750</b>	<b>750</b>		<b>750</b>		<b>750</b>		
<b>Community Services Group</b>	<b>2,945,279</b>	<b>3,079,131</b>	<b>133,852</b>	<b>3,002,009</b>	<b>26,250</b>	<b>3,028,259</b>	<b>82,980</b>	<b>2.8%</b>

Town of Needham Appropriation Lines Budget	Town Manager Recommendation							
	FY2012 Amended 11/7/2011	FY2013 Total Submitted Request	FY2013 \$ Change	FY2013 DSR2	FY2013 DSR4	FY2013 Balance Budget	FY2013 \$ change from FY2012	FY2013 % Change over FY2012
<b>Department Budgets</b>	80,841,516	84,465,342	3,623,826	83,996,399	42,468	84,038,867	3,197,351	4.0%
<b>Town Wide Expense Group</b>	31,548,018	33,853,604	2,305,586	33,666,917		33,666,917	2,118,899	6.7%
<b>Total General Fund Operating Budget</b>	112,389,534	118,318,946	5,929,412	117,663,316	42,468	117,705,784	5,316,250	4.7%

# Fiscal Year 2013 Proposed Budget

## Revenue Summary

Town of Needham  
Revenue Summary  
Table 2.1

Description*	FY2011 Recap	FY2012 Recap	FY2013 Estimate	\$ Change	% Change
General Fund	114,561,620	117,323,963	123,202,335	5,878,372	5%
Enterprise Funds	16,492,878	17,203,266	16,609,747	(593,519)	-3%
CPA	2,065,199	2,179,771	2,122,000	(57,771)	-3%
<b>Total Revenues</b>	<b>133,119,697</b>	<b>136,706,999</b>	<b>141,934,082</b>	<b>5,227,083</b>	<b>4%</b>

\* Revenue before adjustments, reimbursements, and subsidies

## GENERAL FUND

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

Total revenue available for General Fund appropriations is projected at **\$122,640,171** (Table 2.2) or **approximately \$6.8 million more than FY2012**. Revenue from property tax is estimated to grow by approximately \$3.5 million; state aid to increase by \$608,469, and the local receipts estimate will be increased by \$123,853. The amount from of Other Available Funds is lower by \$192,114. Free Cash has not yet been certified by the Department of Revenue at the time this budget went to print but is estimated to be \$1.8 million higher than the current year. It is important to note that these are preliminary revenue projections. They are subject to change and should be viewed in this context for reasons discussed later.

Summary of General Fund Resources  
Table 2.2

Description	FY2009 Actual	FY2010 Actual	FY2011 Actual <sup>^</sup>	FY2012 Recap	FY2013 Estimate	\$ Change	% Change
Property Taxes	81,472,619	87,311,147	92,977,737	96,246,451	99,767,884	3,521,433	3.7%
State Aid	8,469,623	8,374,544	9,078,042	9,323,654	9,932,123	608,469	6.5%
Local Receipts	9,325,648	8,945,903	9,867,827	7,585,147	7,709,000	123,853	1.6%
Other Available Funds	1,490,662	1,376,871	1,823,779	788,442	596,328	(192,114)	-24.4%
Free Cash	5,810,170	3,145,416	3,568,037	3,380,269	5,197,000	1,816,731	53.7%
<b>Total General Fund Revenue</b>	<b>106,568,722</b>	<b>109,153,881</b>	<b>117,315,422</b>	<b>117,323,963</b>	<b>123,202,335</b>	<b>5,878,372</b>	<b>5.0%</b>
<b><u>Adjustments to General Fund Revenue</u></b>							
Other Amounts Required to be Provided	(80,675)	(78,278)	(82,096)	(74,513)	(74,736)	(223)	0.3%
State & County Assessments	(1,103,256)	(1,068,405)	(1,080,311)	(1,198,244)	(1,202,428)	(4,184)	0.3%
Provisions for Abatements & Exemptions	(1,100,000)	(960,626)	(1,584,557)	(2,135,466)	(1,300,000)	835,466	-39.1%
Adjustments, Reimbursements & Subsidies	1,710,496	1,760,595	1,659,715	1,615,715	1,465,000	(150,715)	-9.3%
CPA Share of Debt Service				300,000	550,000	250,000	83.3%
<b>Total</b>	<b>(573,435)</b>	<b>(346,714)</b>	<b>(1,087,249)</b>	<b>(1,492,508)</b>	<b>(562,164)</b>	<b>930,344</b>	<b>-62.3%</b>
<b>Available for GF Appropriation</b>	<b>105,995,287</b>	<b>108,807,167</b>	<b>116,228,173</b>	<b>115,831,455</b>	<b>122,640,171</b>	<b>6,808,716</b>	<b>5.9%</b>

<sup>^</sup>subject to final audit

## **Property Taxes**

Under Massachusetts General Laws, property taxes overall are restricted to increases of 2.5% plus tax revenues derived from new growth. This is referred to as the annual levy limit. An additional taxing limitation under Proposition 2½ is the levy ceiling. The levy ceiling is equal to 2.5% of the Town's valuation. The total taxable value as of January 1, 2011 is \$7,833,149,550. This puts the tax levy ceiling at \$195,828,738. The current tax

levy including debt exclusions for FY2012 is \$96,246,451, so the Town is well below its legal ceiling.

The new growth tax revenue is derived from improvements to property by its use, reconstruction, or new construction, and is added to the tax base. The annual levy limit may also be increased by the amount of any general override (usually operating), and capital exclusion override. The annual levy limit is also increased by the amount of debt service that is payable during the year for debt which has been approved by the voters as a debt exclusion override. The increase in the FY2013 tax levy attributable to new growth is estimated based upon consultation with the Assessing and Building Department staff.

### **State Aid**

Most state aid, especially Cherry Sheet aid, is a function of the state budget. The Governor's budget was released on Wednesday, January 25, 2012; a day after the Town Manager Budget overview was presented to the Board of Selectmen. The revenue estimate has been adjusted to incorporate the Governor's budget figures. However, to provide a hedge for decreases, the local receipt estimate has been lowered. The FY2013 State Aid estimate is \$608,469 higher than the current year, or approximately 6.5% more. During the winter and spring months, the Legislature will review the Governor's budget proposal, and will release its own budget proposal. In past years, such changes to local aid have altered both the amount of aid and the method of distribution.

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

The Town is also expecting the seventh annual contract assistance payment of \$745,381 for the Broadmeadow School project. The Massachusetts School Building Authority (MSBA) began making payments for its share of the school project in FY2007 and is expected to pay its share in equal installments annually through FY2023. The payment is applied as a credit against the annual debt service for the Broadmeadow School and hence reduces the amount that is paid on the property tax bill. The second phase of the Newman School HVAC project has begun, and the significant portion of the project will be completed by the end of FY2012. The school is expected to reopen for students in the fall 2012 (first quarter of FY2013). The Town expects to receive progress payments from the MSBA for the Newman School project. Under the MSBA progress payment program, the State pays its agreed percentage of the approved project cost as the expense is incurred up to an agreed maximum amount. The Newman School project is approved at 40% of the eligible costs with a maximum of \$8,427,981 (as amended August 8, 2011). A benefit of this approach, to both the State and the Town, is lower interest expense. Since the Newman project funding was approved by debt exclusion, this means that the interest savings realized will result in a lower property tax bill than would otherwise have been levied.

### **Local Receipts**

Our time-honored approach for estimating local receipts conservatively is a target range approach. Our goal is to have a local estimate, by the time the tax rate is sent to the

Department of Revenue (DOR) for review that is less than 80 percent of the prior year's actual receipts excluding non-recurring revenue. This estimate, excluding nonrecurring revenue, is now projected at 81% of the 2011 amount. Prior to the release of the Governor's budget, local receipts were estimated over 84 percent of FY2011 actual receipts.

Local receipts in FY2011 showed improvement over the previous several years. However, there are still exceptions; the Town's actual receipts through December are lower now than they were at this same time last year. Economic reports still suggest that the economy is recovering, but at a slow pace. This was also true last year at this time.

The FY2010 local receipts were sluggish and ran behind FY2009 revenues, and FY2009 local receipts were significantly lower than FY2008. FY2010 actual receipts were more than \$379 thousand less than FY2009 actual receipts. FY2011 receipts did increase by more than \$921 thousand, most notably from meals and room excises, permits, and premiums received on the sale of bonds. The FY2012 local receipts estimate was increased from the original estimate at the time the FY2012 budget plan was released but within the target range for estimating. As mentioned previously, with the uncertainty with state aid, the FY2013 local receipt estimate has been scaled back to provide a means to cover a minor reduction in the Governor's proposed aid plan to Needham, but it is still higher than the FY2012 estimate.

Consequences of overly aggressive local receipt estimation include a reduction in the margin between budgeted and actual receipts to cover unanticipated drops in other revenue sources and unexpected increases in expenses (particularly non-appropriated costs), and lower Free Cash certification for the future year than would otherwise be possible.

We prepare the projections of local receipts by comparing FY2011 estimated receipts to actual receipts; FY2011 actual receipts to FY2010 actual receipts, and FY2012 estimated receipts to the FY2011 actual and FY2012 year-to-date numbers. The Department of Revenue will only allow a community to forecast local revenue up to the level of collection in the previous fiscal year. Under certain circumstances and with appropriate documentation, DOR will allow a community to exceed its prior year actual revenue, e.g., for establishing a new fee or significantly increasing an existing fee or charge. During this analysis, the FY2012 estimated receipts were revised. As the year progresses, further analysis of collections will be performed to determine if fiscal year 2012 activity demonstrates a trend that deviates from projections. It is also important to note that if certain budgetary reductions are made to departments that generate or manage the collection of receipts, the estimate may need to be revisited.

#### **Other Available Funds and Free Cash**

Projections of reserves follow past budget methodology. The estimated Free Cash for the FY2013 budget year is \$5,197,000. It is important to note that until Free Cash is certified it is not available for appropriation. The proposed allocation of Free Cash may be adjusted after the actual certified figure is known. Overlay surplus amounts must be approved by the Board of Assessors and are based on historical uses of these funds. Other reserves are correlated to expenses. The overlay is lower in FY2013 than FY2012 as FY2012 was the required triennial Townwide property revaluation. In the revaluation year there is a higher probability, especially with the continued sluggish commercial real estate market, that disputes over property assessments will be greater and hence it is possible that additional abatements will result therefore the overlay is higher than average for this contingency.

**FY2013 GENERAL FUND REVENUE ESTIMATE ASSUMPTIONS**

**PROPERTY TAX LEVY**

The property tax levy (Table 2.3) represents approximately 81.0% of all general fund revenues before adjustments. The FY2013 property tax limit is estimated to increase approximately 3.7% over the FY2012 actual tax levy, or approximately \$3.5 million. The limit is calculated by increasing the FY2012 levy limit, exclusive of debt exclusions, by 2.5 percent and then adding a component for new growth. New growth is a function of the additional value generated by construction during the preceding year. The additional tax dollar amount for new growth is determined by the value on the January 1 assessment date and is then multiplied by the applicable FY2012 tax rate. There is no operating override proposed for FY2013; therefore the increase in the levy limit above the allowable annual limit and new growth is limited to the amount to be raised to pay the debt that has been excluded from the levy limit by the voters of Needham. The base tax levy, before accounting for debt exclusions, is expected to increase by \$3.4 million over the FY2012 base levy. The amount of debt that is to be paid by property taxes is expected to be essentially flat for an increase of less than one percent or \$79,206 for FY2013 which reflects an overall lower percentage change in tax revenue; the tax revenue to support operations within the level limit is increasing by an estimate of 3.8% over FY2012.

New Growth tax revenue is expected to continue to grow more slowly from the more than \$2.1 million realized in FY2009 to a level more inline with the earlier part of the prior decade. New Growth tax revenue has been declining for three consecutive years and this estimate does not deviate from that trend. Although it should be noted that the real estate market, especially residential, remains solid in Needham compared too many areas in the state and the nation. The actual new growth figure will not be finalized until the fall, and cannot be incorporated in the tax recap until certified by the Massachusetts Department of Revenue. Any additional new growth revenue that may be realized above the estimate for this budget plan would be used to lower the percentage of the estimated local receipts is of the prior fiscal year actual, and to increase the overlay reserve for FY2013 as an added hedge should the economy slow or stop in its tepid recovery.

Fiscal Year Tax Levy  
Table 2.3

Description	FY2009 Recap	FY2010 Recap	FY2011 Recap	FY2012 Recap	FY2013 Estimate	\$ Change
Prior Year Base	72,292,283	76,202,247	82,052,951	85,840,586	89,636,531	
2-1/2 Allowance	1,807,307	1,905,056	2,051,324	2,146,015	2,240,913	
New Growth	2,102,657	1,870,805	1,731,827	1,649,930	1,185,000	
General Override		1,887,929				
Excess Levy (Taxes Not Raised)	(35,024)	(38,375)	(20,250)	(16,314)		
<b>General Tax Levy Limit</b>	<b>76,167,223</b>	<b>81,827,662</b>	<b>85,815,852</b>	<b>89,620,217</b>	<b>93,062,444</b>	<b>3,442,227</b>
Total Excluded Debt	6,908,132	7,196,912	8,438,590	7,461,721	7,507,149	
Less Excluded Debt Offsets	(1,149,705)	(1,192,448)	(1,182,696)	(835,487)	(801,709)	
Excluded Debt to be Raised on Tax Levy	5,758,427	6,004,464	7,255,894	6,626,234	6,705,440	79,206
<b>Property Tax Levy</b>	<b>81,925,650</b>	<b>87,832,127</b>	<b>93,071,745</b>	<b>96,246,451</b>	<b>99,767,884</b>	<b>3,521,433</b>
<b>Collections by Year End</b>	<b>81,472,619</b>	<b>87,311,147</b>	<b>92,977,737</b>			

## STATE AID

At the 2012 Massachusetts Municipal Association Annual Meeting, the Lieutenant Governor addressed the body and foretold that Chapter 70 would be increased and that Unrestricted General Government Aid (UGGA) would be level funded. The budget plan released the following week by the Governor did reflect those comments. However, the Chairman of the House Ways and Means Committee also spoke at the Conference and was not as encouraging as the Lieutenant Governor. Based on these statements, continued forecasts of slow economic recovery, the requirements of the Education Reform law, and the level of funding from the State the past few years during the recession, we have included the Governor's figures, but have made provisions with local receipts to offset a minor reduction in state aid from that which was proposed by the Governor. Chapter 70 will be increased but several aid programs including ones that the Town receives will be level dollar or reduced. Reimbursement programs are a factor of both the amount the program is funded by the state and the Town's actual expense.

State aid (Table 2.4) represents approximately 8.1% of the total general fund before adjustments and offsets. Total state aid for FY2013 is projected to increase by \$608,469. As noted earlier, the Governor's budget plan is subject to review and amendment, and assumes certain actions to be approved by the Legislature. The final figures are not expected until late spring.

### Key State Aid Programs:

**Chapter 70** aid is commonly referred to as general school aid. The Town of Needham saw an increase in Chapter 70 funding each fiscal year since Education Reform was enacted, until FY2003, when it was level funded at \$4,054,497, then reduced during the year. Beginning again in FY2006, Chapter 70 funding increased: in FY2006 the Town received \$234,950 more, in FY2007 \$527,325 more, and in FY2008 \$757,934 more. It is important to note that the Town's budget for FY2009 was approved based on the final Cherry Sheet (which is released after the State Budget is signed into law by the Governor) which set the Chapter 70 amount for Needham at \$6,118,846. This amount was cut by the Governor during the year as the State's revenues deteriorated. The loss was \$643,484. The State made other Cherry Sheet cuts in aid which totaled over \$900,000. Federal ARRA funds were distributed by the State at the end of FY2009 to backfill the loss of Chapter 70 funds. The Town received \$5,996,469 in FY2010, a reduction of \$122,377 from that which was originally proposed by the State in FY2009. The Town did receive \$6,590,957 in FY2011 or \$594,488 more than FY2010 and the FY2012 State Budget allocation is \$6,991,720 for the Town.

Based on the comments by the Governor and the fact that the State still has not yet met its foundation payment obligation (minimum state share per the Education Reform law) to the Town of Needham, we are estimating the Governor's figure of \$7,633,990 for FY2013 or more than 9% over the current year. Although state aid may be reduced for some communities, the belief is that the Legislature intends to keep to its prior funding promise of bringing all school districts to at least their foundation budget.

The Additional Assistance Cherry Sheet program was level funded by the Legislature for more than ten years before being reduced in FY2003 to \$219,686. This was a 15.3% reduction from the prior year. It is important to note that the Town's budget for FY2003 was approved based on the final Cherry Sheet (which is released after the State Budget is signed into law by the Governor) which set the figure for Needham at \$242,345 but the amount was further reduced by the Governor to \$219,686. This reduction had to be offset

Fiscal Year 2013 Proposed Budget

by other revenues. Additional Assistance was further reduced in FY2004 to \$205,993, a reduction of another 6.2%. The Town was budgeted to receive \$205,993 for FY2009, the same as FY2008, but this too was cut \$20,073 by the Governor. Lottery distribution aid program was cut in FY2009 from that which was scheduled to be paid to the Town. This reduction was \$191,645. The Additional Assistance and the Lottery aid programs were consolidated into a new aid category called **Unrestricted General Government Aid (UGGA)** in FY2010. The combination of these two programs resulted in a net loss of \$422,882 from what the Town actually received in FY2009, and \$634,600 from what the State had budgeted for the Town. The Town received \$1,476,550 in FY2011, a loss of \$61,523 from FY2010. The FY2012 UGGA allocation to Needham is \$1,369,789 or \$106,761 less than FY2011. The FY2013 UGGA is estimated at level dollar of \$1,369,789 which is based on the Governor's budget plan.

The Quinn program (police career incentive) has been cut significantly from \$121,907 for FY2007 to \$22,071 for FY2010, a \$99,836 reduction or a loss of nearly 82%. The Town is scheduled to receive \$12,624 in FY2011, but received \$13,368. There is no funding for FY2012 and no funding proposed for FY2013 by the Governor. The total estimate for the other Cherry Sheet programs is \$182,963 for FY2013, compared to an estimated \$216,764 for FY2012. This represents a nearly a 16% reduction.

Cherry Sheet Aid  
Table 2.4

Description	FY2009 Recap	FY2010 Recap	FY2011 Recap	FY2012 Recap	FY2013 Estimate	\$ Change
Chapter 70	6,118,846	5,996,469	6,590,957	6,991,720	7,633,990	642,270
School Transportation						
Charter School Tuition Reimbursement	63,184	5,865	4,479	61,276	20,674	(40,602)
School Lunch	26,983	29,573	27,019	31,899	32,448	549
<b>State Aid for Education</b>	<b>6,209,013</b>	<b>6,031,907</b>	<b>6,622,455</b>	<b>7,084,895</b>	<b>7,687,112</b>	<b>602,217</b>
Lottery	1,705,544					
Lottery - Hold Harmless	261,136					
Additional Assistance	205,993					
Unrestricted General Government Aid		1,538,073	1,476,550	1,369,789	1,369,789	
Police Career Incentive	122,793	22,071	12,624			
Veterans Benefits		5,875	9,724	16,077	18,469	2,392
Chapter 58 Chapter 59 Exemptions	77,429					
Chapter 59 Elderly Exemptions	11,546					
Exemption Reimbursements		85,661	76,620	77,398	81,584	4,186
Public Library Aid	37,540	27,163	29,040	30,114	29,788	(326)
<b>State Aid for General Government</b>	<b>2,421,981</b>	<b>1,678,843</b>	<b>1,604,558</b>	<b>1,493,378</b>	<b>1,499,630</b>	<b>6,252</b>
<b>Total Cherry Sheet Aid</b>	<b>8,630,994</b>	<b>7,710,750</b>	<b>8,227,013</b>	<b>8,578,273</b>	<b>9,186,742</b>	<b>608,469</b>
MSBA Payments	745,381	745,381	745,381	745,381	745,381	
<b>Total State Aid</b>	<b>9,376,375</b>	<b>8,456,131</b>	<b>8,972,394</b>	<b>9,323,654</b>	<b>9,932,123</b>	<b>608,469</b>

LOCAL RECEIPTS

Local receipts represent approximately 6.3% of the total general fund before adjustments and offsets. Local receipts consist of items such as other taxes and excises, licenses, permits, and penalties, fines and forfeitures, investment income, and income from

departmental activities and services. The estimate for FY2013 of **\$7,709,000** (Table 2.5) is an increase of \$123,853 from the revised FY2012 budget. When completing the tax rate setting process, we reduced some of the estimates and increased others for the FY2012 receipts based on FY2011 results. There was a pick-up in economic activity driven receipts especially in the last quarter of FY2011, but several local receipts categories through the first six months of FY2012 (excise, interest, services) are running slightly behind the same period last year. Overall, FY2011 actual receipts were \$921,924 more than FY2010; recurring receipts were \$815,426 more than FY2010 recurring receipts. FY2010 receipts were \$379,746 lower than the FY2009 actual receipts, and FY2009 actual was \$1,817,827 lower than FY2008 receipts. The local receipt estimate for the FY2009 budget year was set at \$8,448,294; actual receipts for FY2009 were \$9,325,648 or \$877,354 more than the estimate. We had expected the total receipts for FY2010 to be flat, the adjusted budget estimate for FY2010 was \$8,085,545, and actual receipts were \$8,945,903 or \$860,358 more than the estimate; just under \$17,000 less than the prior year difference between estimated and actual. Because the Town adopted the meals excise during FY2010, the Town received \$110,509 from this revenue; so the true comparison between FY2010 and FY2009 would have shown an even greater drop in revenue.

We also knew that one revenue stream would disappear in FY2012. The Town maintained and managed the commuter lots since the MBTA reinstated the commuter rail service to Needham. This arrangement worked well for the Town, after accounting for the expenses to maintain the lots and the lease payments to the MBTA, the Town realized a surplus which helped to pay for other services. The Town and the MBTA had been in negotiations for a new lease arrangement. However, the MBTA has decided to assume control of its properties and will operate and manage the commuter parking lots in Needham. The revenue lost is approximately \$300,000, and the net "profit" (revenues less expenses) was more than \$80,000.

All vehicle owners who have their vehicles registered in the Commonwealth of Massachusetts pay an annual **Motor Vehicle Excise** tax to the community in which the vehicle is principally garaged. The Registry of Motor Vehicle provides listings several times during the year with the vehicles that are registered in Needham, along with the value for each. The Town relies on this information to calculate and issue excise bills. The motor vehicle excise tax rate is set by State law at \$25 per \$1,000 valuation. The rate is uniform through the Commonwealth. Motor vehicle excise receipts for FY2012 are projected at approximately **\$3.6 million**, or 15% below the FY2011 actual. This is a revenue source that we continue to monitor closely. We do not anticipate increasing this revenue estimate for FY2013 any higher because a negative swing with this revenue item can have a notable impact on Free Cash.

In 1986, the Town of Needham adopted a local option room excise tax at 4%; the Town increased the rate to 6% effective January 1, 2010. This change was approved by Town Meeting on November 2, 2009. Hotels, motels, and certain other establishments collect this excise on the taxable portion of rents they collect. The businesses remit the funds to the State. The State sends payments to the Town twice a year, which payment is accounted for as **Other Excise** under the local receipts group. From FY2005 to FY2008 the actual room excise revenue increased, but declined in FY2009, a reflection of the economy. The Town of Needham also accepted the local option meals tax at the November 2, 2009 Special Town Meeting. The Department of Revenue notified local establishments to begin collecting the additional 0.75% meals tax effective January 1, 2010. The local establishments report and remit the sales tax to the Department of Revenue (DOR). The Town received its first distribution of meals tax revenue from DOR in the spring of 2010. Collections from both the room excise and the meals excise have been positive and growing, but should slow in its

growth as now we have a full year activity and the Department of Revenue has successfully notified all establishments of the need to collect and turnover the proceeds to the state for distribution to the Town. The total receipts in FY2010 were \$389,215 and in FY2011 \$802,840. For the first six months of FY2012, the total is \$482,473. The budget estimate for FY2012 is \$645,000. Based on collections to date, this is one of the revenue sources that we are confident can be estimated higher than we would traditionally do at this time. The estimate is **\$690,000** or \$45,000 (7%) over the current year. This estimate is 86% of the FY2011 actual.

The **Penalties & Interest** category includes penalties charged for the late payment of real estate and motor vehicle excise bills, tax lien redemptions, and interest accrued on deferred taxes. The fluctuations in actual collections reflect the unpredictability of the timing of payments, particularly settlements on deferred taxes and tax title accounts. The estimate for FY2013 is level at **\$265,000**.

**Payment In Lieu of Tax** is a voluntary payment made by certain tax-exempt entities. Based on the actual collection and agreements in place, the FY2013 estimate is currently being held at the same dollar amount as the FY2012 budget of **\$45,000**. This revenue source could decrease if the Federal Government reduces its support for some state programs such as affordable housing.

The category of **Charges for Services** includes charges for ambulance services, fire alarm connections, parking receipts and charges by the DPW. The increase in revenue for FY2009 was related to the doubling of the parking rates that was ordered by the MBTA effective November 15, 2008 (FY2009). Commuters were then paying \$4 per day to park at the "T" commuter lots. As mentioned previously, the MBTA has now assumed control and management of the commuter lots and therefore a reduction of in revenue will occur in FY2012. The FY2013 estimate is level dollar at **\$720,000**.

The category of **Licenses and Permits** includes licenses issued by the Selectmen and Town Clerk, and permits issued by the Building, Fire, and Health Departments. The Town has increased many of its fees in this category, some due to added demands on the departments, which provide the related services and others, because they had not been adjusted for a number of years. The changes were made after analysis of the costs, comparable rates in other communities, and market demands. Some of the changes were effective immediately, while others were phased in over a two or three year period. As expected, total receipts are up; the actual FY2008 revenue was due to both higher fees and some extraordinary permits issued. The FY2009 revenue dropped significantly by nearly \$900,000 (\$2,086,461 to \$1,192,088) as few new large building projects have been permitted. FY2010 revenues declined further by \$41,556, but did show strong improvement in FY2011 growing by \$290,732. Building permit activity still remains strong, with some increase in commercial activity, but mostly residential projects. The estimate for FY2013 is **\$1,050,000** or \$250,000 more than FY2012 (approximately 31%). This revenue source is estimated more aggressively to offset the necessary reduction in both the Library and Park and Recreation revenue estimates. The estimates for those two revenue sources have been much closer to their actual receipts.

The Town collects various **Fees** which include returned checks, FID cards, administrative fees for details, and Registry of Motor Vehicle license and registration non-renewal releases. The total collected in FY2009 was \$130,515, which was an increase from the prior year, but dropped in FY2010 to \$92,046, only to increase again to \$104,778 for FY2011. The estimate for FY2012 is \$75,000. The estimate for FY2013 is increased by \$10,000 to **\$85,000**.

The category of **Fines and Forfeits** includes parking ticket and court fines. Revenue in this category has fluctuated due to staff resources over the years, with \$170,811 for FY2005, a decline in FY2006 to \$139,354, a recovery in FY2007 to \$155,975, an increase in FY2008 to \$199,101 and again in FY2009 to \$206,953. FY2010 showed a decrease of \$17,855 to \$189,098. The decline in FY2006 was directly related to limited staff resources during part of the year. The increase in revenue in from FY2007 to FY2009 was related to changes the Police Department made with parking enforcement. The department increased support by using temporary help to provide greater enforcement coverage in the downtown areas during the business day. This has been successful in ensuring business district customer parking spots are not tied up by all-day parking. As expected, the free parking that the Board approved due to construction in the downtown area contributed to the reduction in 2010 and with tighter enforcement an increase in FY2011. The estimate for FY2012 was reduced to **\$165,000** and will be held level dollar for FY2013.

**Recreation** fees are collected by the Park and Recreation Department for Rosemary Pool, summer programs, and rental of fields. Other Park and Recreation programs are accounted for separately in a revolving fund. The FY2011 projection was lowered to \$250,000 because of the issues related to the Rosemary Pool activities which reduced attendance; FY2012 is also \$250,000, but has been lowered by \$15,000 to **\$235,000** for FY2013 or approximately 86% of the FY2011 actual.

**Special Assessments** are usually one-time events and are projected as they become known.

The Town had enjoyed a period of increased **Investment Income** in FY2006 and FY2008 from \$1,041,352 earned during FY2006 to \$1,253,286 for FY2008. In FY2007 \$1,573,613 in interest income was generated, due to a number of significant one-time cash flow events during the year which resulted in the Town's average invested balance to be higher, earning greater amount of interest income than would normally be expected. The Town was in the middle phase of its \$62 million High School reconstruction project during FY2007. Between the notes issued during the year and the payments from the MSBA, the Town had a higher cash balance earning interest. This money is no longer available now that funds have been used to retire debt and pay the general contractor for the work that was performed. Interest rates have continued to remain low; therefore, the earnings on the Town's funds continue to decline. The Town's estimate for FY2010 was reduced from the \$650,000 estimate to \$545,000; the FY2010 estimate of \$545,000 was \$169,066 less than FY2009 actual. The total General Fund interest income received in FY2010 was \$497,129 or \$284,937 less than FY2009. The FY2011 estimate was furthered reduced to \$325,000, yet the actual revenue still came in under at \$222,981. The original level dollar estimate for FY2012 of \$325,000 to had to be reduced to \$150,000. As of December 31, 2011 the Town had earned \$95,149. The estimate for FY2013 is **\$150,000**. This is another local receipt line that we monitor regularly. It is revised if necessary until the submission of the tax rate to the Department of Revenue.

**Other Department Income** includes revenue collected by the various Town departments, which are not properly accounted for in the other accounts. This would include amounts received by planning and conservation departments. The budget estimate for FY2013 is **\$320,000** the same as FY2012.

**Library Income** includes book fines and other fees charged by the Needham Free Public Library. The new and larger library opened in the spring of 2006, and as expected revenues increased in FY2006 to \$49,782, and increased again in FY2007 to \$64,667, but declined to \$54,027 for FY2008. Revenues increased in FY2009 to \$57,614, and increased in FY2010 to

Fiscal Year 2013 Proposed Budget

\$61,491. Library revenue slid in FY2011 to \$57,901 and receipts for the first six months of FY2012 show \$26,886. Similar to Park and Recreation receipts the estimate for FY2013 has been lowered to approximately 86% of the FY2011 actual or **\$50,000**.

**Rental Income** is collected on a lease with the Needham Golf Club. No income has been realized from the Ridge Hill facility since mid 2008 when use of the site ceased. The Town has a long term lease with the Needham Golf Club (NGC) which runs for twenty years. The **\$140,000** estimate is being held level for FY2013. The decline in rental income from FY2008 to FY2009 was due to both the loss of Ridge Hill rentals, and treatment of the property leased to the NGC. The land which the NGC leases is considered taxable. The income in FY2009 was \$151,887 and increased to \$172,796 in FY2010, and increased again to \$176,478 all attributable to the lease with the NGC.

**Miscellaneous Income** represents various revenues that are not associated with one of the recognized local receipt categories. One major component of this category is Medicaid reimbursement, which often fluctuates from year to year. In FY2007 \$259,951 was collected, but only \$219,811 was received in FY2008. FY2009 saw even a greater drop to \$143,747. Total miscellaneous revenue (including Medicaid) was \$280,770 in FY2007 which declined in FY2008 to \$269,448 with a significant decrease in FY2009 to \$185,544 or a 34% drop in revenue. This revenue continued to decline in FY2010 with only \$85,863 being received. The FY2011 revenue reversed the trend with the Town receiving \$228,690 by year end. There has been an increase in Medicaid reimbursements in FY2012, so the FY2013 estimate has been increased to **\$140,000** (32%).

**Nonrecurring Income** represents funds that may be received but are not expected to reoccur, e.g., one-time grants, financial assistance for an event, etc. At this time we are anticipating \$54,000 from energy rebates that should be realized in FY2013 and the sale of equipment that is scheduled to be replaced this year and next. No other revenue meeting this criterion has been identified.

Description	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Recap	FY2012 Actual+	FY2013 Estimate	\$ Change
Motor Vehicle Excise	4,129,367	3,879,790	4,256,790	3,500,000	491,652	3,600,000	100,000
Other Excise	284,274	389,215	802,840	645,000	482,473	690,000	45,000
Penalties & Interest	270,991	310,910	336,773	265,000	160,461	265,000	0
Payment in Lieu of Tax	120,809	82,040	47,109	45,000	24,294	45,000	0
Charges for Services	1,016,683	1,045,245	901,013	720,000	302,921	720,000	0
Fees	130,515	92,046	104,778	75,000	49,615	85,000	10,000
Rents	151,887	172,796	176,478	140,000	48,833	140,000	0
Library Department Income	57,614	61,491	57,901	55,000	26,886	50,000	(5,000)
Recreation Department Income	264,862	278,220	274,830	250,000	79,872	235,000	(15,000)
Other Department Income	338,804	371,067	371,291	320,000	239,073	320,000	0
Licenses & Permits	1,192,088	1,150,532	1,441,264	800,000	781,199	1,050,000	250,000
Special Assessments	4,739	4,854	1,594	0	0	0	0
Fines & Forfeits	206,953	189,098	201,391	165,000	86,478	165,000	0
Investment Income	714,066	497,129	222,981	150,000	95,149	150,000	0
Miscellaneous Income	185,544	85,863	228,690	106,000	379,808	140,000	34,000
Nonrecurring Income	256,454	335,606	442,104	349,147	376,248	54,000	(295,147)
<b>Total</b>	<b>9,325,648</b>	<b>8,945,903</b>	<b>9,867,827</b>	<b>7,585,147</b>	<b>3,624,961</b>	<b>7,709,000</b>	<b>123,853</b>

Fiscal Year 2013 Proposed Budget

OTHER AVAILABLE FUNDS AND FREE CASH

Other available funds represent 0.5% of the total general fund before adjustments and offsets, and Free Cash represents approximately 4.2%.

Free Cash balance is largely a function of actual revenue collections in excess of estimates and expenditures less than appropriations. Given the nature of Free Cash, it should not be depended upon as an operating revenue source, but rather a supplemental source. We have taken deliberate steps to reduce the level of Free Cash that is used to support ongoing operating expenses, and recommend using it to improve reserves, invest in capital assets, and support one-time or short duration programs, or as a temporary funding source for recurring expenses if an increase in recurring revenue is anticipated.

The Free Cash that will be available for FY2013 has not yet been certified by the Massachusetts Department of Revenue. However, our preliminary estimate has Free Cash at \$5,197,000. This is would be an increase of \$1,816,731 over the current year approximately a 54% change. This increase is attributable to several one-time revenue events including a recapture of approximately \$600 thousand in personal property taxes from FY2009 and FY2010, over \$300 thousand in Bond premiums, the close out of several prior appropriation balances, and an increase in local receipts especially during the last quarter of FY2011, as was previously mentioned.

Given that the Town of Needham develops its annual operating and capital budgets in such a way that Free Cash can be counted upon each year, some amount of Free Cash can be expected to support operating expenses. Our practice now is that not more than 2% of the adjusted operating budget of the prior fiscal year or the actual turn back, whichever is less be used for operating expenses in the next fiscal year. The final budget for FY2011 was \$110,084,279. Excluding the budgets for the retirement assessment, OPEB assessment, debt service, and the reserve fund, the FY2011 operating budget was \$89,054,091. Two percent of the adjusted budget would be approximately \$1.8 million, which is more than the actual turn back for FY2011. The budget plan has approximately \$1.3 million of the estimated Free Cash being used for operating expenses. The term Undesignated Fund Balance has been discontinued with the implementation of the Government Accounting Standards Board Statement 54, which has reclassified how certain reserves are reported, and now is referred to as Unassigned Fund Balance. The process by which the Department of Revenue determines what portion, if any, of those funds are available as Free Cash has not changed.

Town of Needham  
Free Cash History  
Table 2.6

Budget Year	General Fund Unassigned Fund Balance	Free Cash Certified	Percentage Fund Balance Certified by DOR	Free Cash Reserved for Budget Year	Fund Balance Rolling to the Next Fiscal Year
FY 2011	8,863,948	Pending		FY 2013	
FY 2010	6,184,718	3,380,269	55%	FY 2012	2,804,449
FY 2009	6,140,369	3,568,037	58%	FY 2011	2,572,332
FY 2008	6,347,010	3,145,416	50%	FY 2010	3,201,594
FY 2007	7,751,792	5,810,170	75%	FY 2009	1,941,622
FY 2006	5,948,846	3,266,326	55%	FY 2008	2,682,520
FY 2005	6,284,759	3,895,235	62%	FY 2007	2,389,524
FY 2004	5,753,159	3,260,346	57%	FY 2006	2,492,813
FY 2003	5,601,925	3,270,834	58%	FY 2005	2,331,091
FY 2002	5,770,274	3,473,452	60%	FY 2004	2,296,822
FY 2001	5,038,901	3,226,740	64%	FY 2003	1,812,161

Fiscal Year 2013 Proposed Budget

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

We anticipate that \$500,000 in residual overlay account balances will be available for declaration as overlay surplus to fund FY2013 appropriations. Per state statute, the Board of Assessors must formally vote this estimate before it is available for appropriation. As of the date of this projection, this vote has not yet occurred.

The **Parking Meter Fund** is reserved for appropriation and the revenues are derived from parking meters, which under State Law must be used for parking-related purposes. \$40,000 is proposed for appropriation from the Parking Meter Fund to support parking enforcement and ticket processing, maintenance, and snow removal from affected parking lots. The Board of Selectmen approved a parking meter fee holiday during November and December of 2011 which lowered the amount of revenue that will be collected in FY2012.

FY2013 is the second operating budget that will include **CPA** supported debt service. The Town Hall financing plan calls for debt service paid by CPA funds to be \$550,000 in FY2013. We reflect \$550,000 as another financing source for the CPA debt as the debt service is reflected under the general operating budget of the Town.

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

Description	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Recap	FY2013 Estimate
Property Taxes	76.5%	80.0%	79.3%	82.0%	81.0%
State Aid	7.9%	7.7%	7.7%	7.9%	8.1%
Local Receipts	8.8%	8.2%	8.4%	6.5%	6.3%
Other Available Funds	1.4%	1.3%	1.6%	0.7%	0.5%
Free Cash	5.5%	2.9%	3.0%	2.9%	4.2%
<b>Total General Fund Revenue*</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

\*May not equal 100% due to rounding

ADJUSTMENTS TO GENERAL FUND REVENUE

While the majority of solid waste and recycling center service costs are accounted for in the Recycling Center and Transfer Station (RTS) Enterprise Fund, certain costs of the department are reflected in the general fund budgets of other Town departments (e.g., treasurer/collector, information technology, personnel, insurance, etc.). These RTS-related general fund expenditures are funded with transfers of revenue from the enterprise fund to the general fund. The amount projected for FY2013 is based on the current year and is estimated at \$235,000.

## Fiscal Year 2013 Proposed Budget

Enterprise Reimbursements to the General Fund  
Table 2.8

Description	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Recap	FY2013 Estimate	\$ Change
Solid Waste	134,890	134,180	241,778	250,625	235,000	(15,625)
Sewer	580,923	632,483	480,971	420,647	395,000	(25,647)
Water	994,683	993,932	936,966	944,443	835,000	(109,443)
<b>Total</b>	<b>1,710,496</b>	<b>1,760,595</b>	<b>1,659,715</b>	<b>1,615,715</b>	<b>1,465,000</b>	<b>(150,715)</b>

As with the RTS fund, while the majority of sewer and water related service costs are accounted for in the Sewer Enterprise Fund and Water Enterprise Fund, certain costs of the departments are reflected in the general fund budgets of other Town departments (e.g., treasurer/collector, information technology, personnel, insurance, etc.). These general fund expenditures are funded with transfers of revenue from the sewer and water enterprise funds. The projected amounts for FY2013 for sewer and water are estimated at \$395,000 and \$835,000, respectively.

The total estimate is lower due the continued restructuring of the DPW and fewer expenses being incurred by the general fund and positive trends with employee benefit costs. Some of the lower cost is related to the move of the drains program from the DPW operating budget to the sewer enterprise. The work that is performed in the drains program is performed by sewer and water personnel. In prior years, a portion of those two enterprise fund personnel budgets was funded in the DPW operating budget. The drains program is now accounted for in the sewer enterprise budget, but the salary and expenses will still continue to be supported by General Funds. This will be accomplished by a transfer appropriation vote by Town Meeting at the time Town Meeting acts on the Sewer Enterprise Fund operating budget article.

Because other indirect costs associated with the three funds are a factor of Town Meeting appropriations, the actual FY2013 transfers may be adjusted accordingly.

**Cherry Sheet Assessments** are charges levied for services provided to the Town by State and other governmental agencies (e.g., MBTA assessment, county tax, mosquito control, etc.). The estimate of **\$1,202,428** for FY2013 is an increase of 0.3% over FY2012.

**Cherry Sheet Offsets** are the programs that are classified by the State as "offset items"; that is, these funds are expended without appropriation for specific purposes (i.e., remediation assistance, school lunches and public libraries). As they are estimated as a component of State Aid, they must be shown as a reduction in revenue because of their categorical nature (i.e., they are not available for general appropriation purposes). Expenditure of these funds does not require Town Meeting appropriation. The figure for FY2013 is estimated at **\$62,236**, or a 0.4% increase from FY2012.

**Allowance for Abatements and Exemptions** are funds reserved for property tax abatements and statutory exemptions. The preliminary estimate, subject to the approval of the Board of Assessors and the Department of Revenue, has been set at **\$1,300,000**. The final amount is determined by the Department of Revenue when it approves the tax rate in December. Approximately \$210,000 is intended to fund statutory exemptions that are granted to the elderly, the infirmed, and veterans. The State should reimburse the Town approximately \$82,000 of this amount through the Cherry Sheet for these exemptions. The projection is the minimum recommended for the year; should additional new growth tax revenue be realized for FY2013, the amount of overlay may be increased.

The **Solid Waste Enterprise Fund** was established pursuant to a vote of the Special Town Meeting held on November 19, 1997, which established an enterprise fund to account for receipts and expenditures of the Town's solid waste operation at the Recycling and Transfer Station (RTS) effective July 1, 1998. Sticker and bag fees help support tipping and recycling expenses. A transfer from the tax levy has historically funded the general operations of the RTS; however, the amount had been declining since the inception of the enterprise fund until recent years. The Board of Selectmen and the Finance Committee approved a policy to determine the amount that should be used to offset costs incurred by the RTS. The transfer for FY2009 was \$510,270, FY2010 was \$535,681, and the current year was based on \$654,215. However, due to the drop in RTS revenue and given the restrictions on estimating revenue above the actual amount of the prior year, an additional \$138,457 of General Fund revenue was required in order to balance the RTS budget. During 2010, the Board of Selectmen held several public meetings regarding the rates and methods of charging for use of the RTS. The Board last year approved increases in the RTS sticker rates, and changed the discount sticker program by lowering the fee and allowing residents to buy discounted RTS stickers at any time. Previously, a resident had to purchase the discounted sticker at the time the primary sticker was purchased, and the discount was limited to one sticker per household. Even with the increase in the rates, the adjustments to the budget, and the use of retained earnings, the FY2012 transfer of \$547,673 needed to be supplemented with an additional \$33,000 for a total of \$580,673. The estimate for FY2013 is **\$547,100**, a decrease of \$33,573 from the actual payment in FY2012. If the designated amount is appropriate, no increase in the RTS sticker rates will be necessary. The RTS pay-per-throw rates will likely need to be increased, as the rates charged to the Town for disposal are higher.

The Town approved a change effective with the FY2012 budget that the expenses associated with the Drains Program that were carried in the DPW General Fund Operating Budget are now part of the **Sewer Enterprise Fund Budget**. The staff who perform a majority of the drains-related work are assigned to either the water or sewer division. There are benefits for the Town to have the water and sewer staff perform the drains-related work rather than hiring additional staff for the sole purpose of drain work. The drains program is considered a general fund expense and not a sewer or water fund expense. The weekly tracking and processing of drains related procurement, accounts payable, and payroll, as well as the budgeting process is easier and more efficient (less cross-fund accounting work) to process the finance-related tasks through one of the enterprise funds, rather than the prior three fund process (general fund, sewer fund, and water fund). The General Fund still pays the drains-related costs, but the appropriation will now be made from the General Fund to the Sewer Enterprise Fund Budget. The General Fund appropriation to the Sewer Fund will be **\$493,932** for FY2013. The FY2012 drains budget is \$469,610

**Other Amounts to be provided for on the Tax Recap** is a contingency amount for those items that are required to be raised but as of this date are not known. Expenses such as overlay deficits for prior years, snow and ice deficits, or revenue deficits are items provided for in this allowance. No amount has been set aside for this purpose for FY2013. However, the amount certified by the tax collector for tax title purposes is assumed to be level dollar for FY2013 at \$12,500.

#### OTHER RESERVES AVAILABLE FOR APPROPRIATION

The available balance in the **Stabilization Fund** as of December 31, 2011 is \$3,506,731. The Stabilization Fund may be appropriated, by a two-thirds vote of Town Meeting, for any

municipal purpose. No assumption about an appropriation from the Stabilization Fund to support the Town's operating budget is made in this projection.

The Town also established a **Capital Improvement Fund** for the purpose of general fund capital equipment. The balance in the fund as of December 31, 2011 is \$561,688.

The Town also established a **Capital Facility Fund** for the purpose of reserving funds for future extraordinary capital facility maintenance costs. The balance in the fund as of December 31, 2011 is \$734,117.

#### ENTERPRISE FUNDS

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

For FY2013, enterprise fund revenues will be estimated at \$16,609,747 although \$1,661,100 of this amount reflects use of retained earnings for capital investment in the three operations and another \$687,125 of retained earnings used to fund non-capital appropriations. Although there has been an increase in recycling revenues for the RTS Enterprise it still is not at the level necessary to keep rates at current levels, therefore **\$273,483** in retained earnings is proposed to be used to offset RTS expenses in FY2013. The plan also provides for **\$413,642** in Sewer Enterprise retained earnings to be used to mitigate MWRA and debt expenses. No sewer or water user rate increases are necessary under this budget plan. At the time of release of the budget plan, the water use assessment was not yet released by the MWRA, so the amount was level-funded. We do expect the assessment to be higher for FY2013 due to the greater amount of water used by the Town from the MWRA system. The budget plan would use Water Enterprise Fund retained earnings to cover the assessment increase from the amount currently in the budget so not to change rates. The budget plan also provides for a **\$547,100** general fund appropriation to the RTS Enterprise (payment for avoided general fund related costs). The \$273,483 of RTS retained earnings proposed to fund the RTS operation is to ensure that a subsidy will not be required for FY2013. In FY2011 an additional subsidy of \$138,457 and in FY2012 an additional subsidy of \$33,000 by the General Fund was necessary because RTS revenues could not be estimated at the amount required for approval by the Department of Revenue. Rate increases may be necessary if the recommended amounts are not appropriated or if the market for recyclable products does not improve. The budget plan also provides for a **\$493,932** General Fund appropriation to the Sewer Enterprise for the costs for the Drains Program that was transferred to the Enterprise effective for FY2012. This represents approximately a five percent increase over the FY2012 payment.

#### ENTERPRISE FUND RETAINED EARNINGS

These sources are not available to support the General Fund and are shown for informational purposes only.

Similar to the Free Cash, retained earnings are a function of the operations of the prior fiscal year and are generated by revenues collected in excess of estimates and unexpended

## Fiscal Year 2013 Proposed Budget

balances of appropriations, as of June 30<sup>th</sup>. Once certified by the Massachusetts Department of Revenue, retained earnings are then available for appropriation or reserved to support the enterprise. Retained earnings have not yet been certified by the Department of Revenue. Our preliminary estimate of the amount for each fund is as follows:

RTS Enterprise Fund -	\$ 499,000
Sewer Enterprise Fund -	\$2,550,000
Water Enterprise Fund -	\$2,930,000

### COMMUNITY PRESERVATION FUNDS

Town voters approved a 2% Community Preservation Act surcharge on real estate property tax bills effective July 1, 2005. The 2% surcharge is assessed on the total property tax due, adjusted for certain exemptions. The tax on the first \$100,000 of residential valuation is not included in the CPA surcharge, and there are also exemptions for certain low and/or moderate-income taxpayers. Actual CPA revenues collected by the Town in the prior year are eligible for matching funds from the State. The match is equal to a percentage determined annually based on available funds for distribution, not to exceed 100% of the receiving community's actual receipts. The distribution rate that Needham received on its FY2011 CPA surcharge revenue in October 2011 was 26.64%. We believe the distribution range in FY2013 will be between 20% and 30% and our revenue estimate is at the middle. The current estimate based on FY2012 collections that will be received as state matching funds in FY2013 is \$411,000 or 25%. The 2% CPA surcharge on FY2013 property tax bills is estimated at \$1,711,000. The total estimated FY2013 CPA revenue is \$2,122,000.

The \$2,122,000 estimate provides for a budget plan of \$82,000 to be appropriated to the Community Preservation Committee's (CPC) administrative budget and \$233,420 credited to both the Community Housing Reserve and Open Space Reserve. The \$233,420 figure is approximately 11% of the new revenue estimate for FY2013. Because the final revenue estimate is usually not known until the actual tax rate has been approved and the bills calculated, the practice has been to appropriate an amount of 11% of the revenue estimate to each of the required reserves to better ensure that the minimum CPA use requirement is satisfied. The FY2013 debt budget includes \$550,000 of debt service for the Town Hall project. The amount that is recommended is usually adjusted downward to reflect amounts that may be appropriated to specific qualifying projects. The Town Hall project was previously designated as a historic preservation project, and therefore the \$550,000 appropriation to the General Fund operating budget will satisfy minimum requirement for Historic Resources. The balance of the CPA revenue estimate of 1,023,160 would be transferred to the Community Preservation Fund General Reserve for FY2013. The amount that is actually appropriated to each reserve would be adjusted as needed based on the CPC's project funding recommendations and Town Meeting votes on those recommendations.

The certified CPA Free Cash balance as of December 31, 2011 is **\$1,570,853** and remains available for appropriation until June 30, 2012. The CPC has not yet made any funding recommendations for FY2013. The amounts currently held in the three required reserves as of December 31, 2011 are as follows:

Open Space Reserve -	\$426,900
Community Housing Reserve -	\$485,100
Historic Reserve -	\$148,320

Fiscal Year 2013 Proposed Budget

<b>Town of Needham Community Preservation Fund Revenue and Appropriations FY2013</b>
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**FY2013 Community Preservation Fund Revenue Estimates**

FY2013 Surcharge Revenue Estimate	1,711,000
State Trust Fund Distribution Estimate	411,000

<b>Total CPA Revenue Estimate</b>	<b>2,122,000</b>
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**FY2013 Community Preservation Fund Appropriation Estimates without Projects**

Community Preservation Committee Administrative Budget	82,000
Community Housing Reserve	233,420
Historic Resources Reserve	0
Open Space Reserve	233,420
Community Preservation Fund Reserve	1,023,160
Specific Appropriations (see below)	550,000

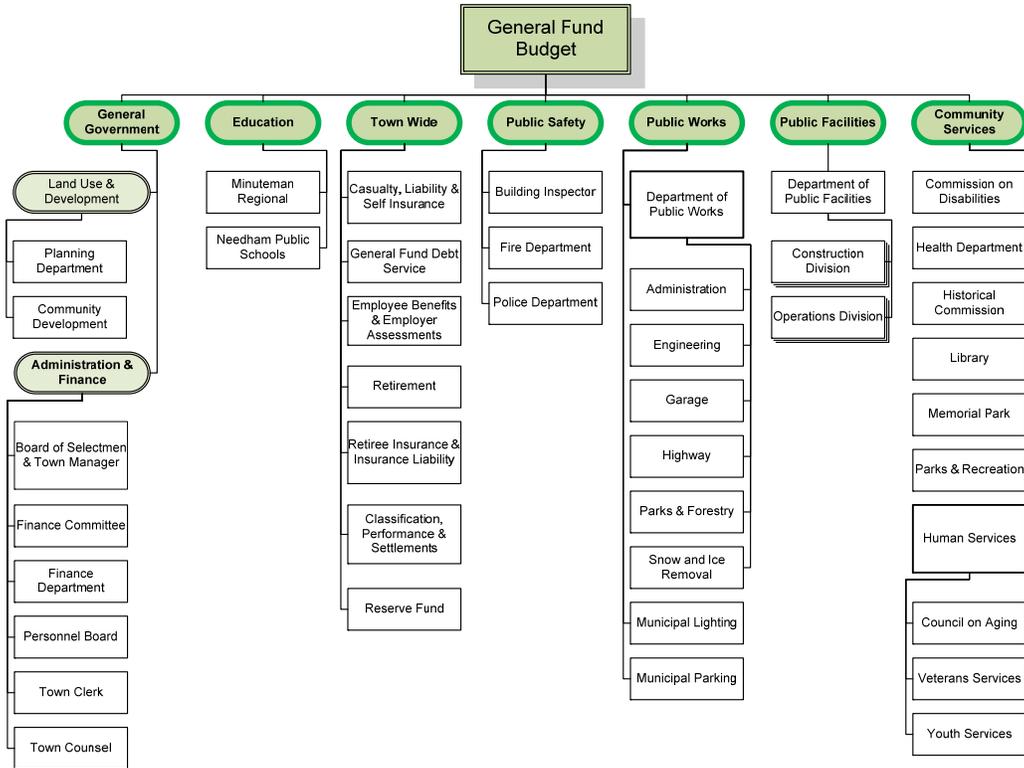
<b>Total</b>	<b>2,122,000</b>
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**Specific Appropriation Requests**

Town Hall Project Debt Service (GF Debt Operating Budget)	550,000
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<b>Total</b>	<b>550,000</b>
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Fiscal Year 2013 Proposed Budget



**TOWN WIDE ACCOUNTS**

**RETIREMENT**

GENERAL PURPOSE

This line item funds pensions for Non-contributory (M.G.L. c.34) and Contributory (M.G.L. c.32) retirees. Non-contributory retirees are those who entered the retirement system prior to 1937, or their surviving spouses. There are currently three (3) retirees and survivors receiving pensions under Chapter 34.

Contributory retirees are those who participate in the Needham Contributory Retirement System. This includes all General Government and non-teaching School Department employees working a minimum of 20 hours per week. 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 77.9% on January 1, 2011.

Retirement Assessments	FY2010 Actual	FY2011 Actual	FY2012 Current Budget (12/2011)	FY2013 Total Budget Request	FY2013 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Retirement Assessments	4,231,565	4,501,683	4,755,475	5,030,821	5,030,821	
<b>Total</b>	<b>4,231,565</b>	<b>4,501,683</b>	<b>4,755,475</b>	<b>5,030,821</b>	<b>5,030,821</b>	

**RETIREE INSURANCE & INSURANCE LIABILITY**

GENERAL PURPOSE

This budget incorporates both the “pay as you go” funding for benefits of current retirees, and the normal cost of benefits for future retirees. The Town has been funding its post-employment benefit obligation since FY2002. Chapter 10 of the Acts of 2002 created a separate fund for this purpose.

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 FY2008, the Town began appropriating for retiree insurance and OPEB liability in one line item in accordance with the 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 an increasing factor considered by rating agencies.

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.

Retiree Insurance Program & Insurance Liability Fund	FY2010 Actual	FY2011 Actual	FY2012 Current Budget (12/2011)	FY2013 Total Budget Request	FY2013 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Retiree Insurance Program & Insurance Liability Fund	3,446,556	3,626,375	3,906,275	4,523,887	4,523,887	
<b>Total</b>	<b>3,446,556</b>	<b>3,626,375</b>	<b>3,906,275</b>	<b>4,523,887</b>	<b>4,523,887</b>	

**EMPLOYEE BENEFITS & EMPLOYER ASSESSMENT**

GENERAL PURPOSE

The expenses covered under this program include all employee insurance plans, deferred compensation payments, Medicare tax, Social Security tax, unemployment assessments, workers compensation and public safety employees injured on duty payments, professional services, and incidental expenses.

The Town participates in the West Suburban Health Group for the purchase of group health insurance for active employees and retirees.

The amount the Town budgets for Medicare Insurance is projected to increase every year. 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 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

Fiscal Year 2013 Proposed Budget

benefit, or for a portion, based on the former employee's employment record over the previous year. This budget funds unemployment benefits for all Town employees, including General Government and School Department employees. The unemployment budget has been increased at the projected level of overall salary growth.

This budget provides funding for costs associated with workers compensation for all General Government and School Department employees (and injury on 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 and continuing claims.

Employee Benefits and Employer Assessments	FY2010 Actual	FY2011 Actual	FY2012 Current Budget (12/2011)	FY2013 Total Budget Request	FY2013 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Employee Benefits and Employer Assessments	9,147,166	9,715,062	10,109,724	10,860,556	10,673,869	
<b>Total</b>	<b>9,147,166</b>	<b>9,715,062</b>	<b>10,109,724</b>	<b>10,860,556</b>	<b>10,673,869</b>	

**GENERAL FUND DEBT SERVICE**

GENERAL PURPOSE

The debt service budget includes the amounts required to be paid on current outstanding long term general fund debt, new long term general fund debt issues which were previously approved by Town Meeting, other principal amounts that will be paid, and the interest and other related temporary borrowing costs. This budget includes both general fund debt service within the levy, and excluded debt. Debt related to solid waste and disposal, waste water, and water operations are carried in the respective enterprise fund budgets.

Debt Service - General Fund	FY2010 Actual	FY2011 Actual	FY2012 Current Budget (12/2011)	FY2013 Total Budget Request	FY2013 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Debt Service - General Fund	9,943,218	11,379,284	10,883,020	11,288,276	11,288,276	
<b>Total</b>	<b>9,943,218</b>	<b>11,379,284</b>	<b>10,883,020</b>	<b>11,288,276</b>	<b>11,288,276</b>	

**CASUALTY, LIABILITY AND SELF INSURANCE**

GENERAL PURPOSE

The Assistant Town Manager/Director of Finance oversees the Town's non-employee insurance programs. This includes insurance for general liability, boiler and machinery, public official liability, school board liability, EMT liability, police professional liability, and automobile insurance. Based on the advice of the Insurance Advisory Committee, the Town began insuring in FY2002 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. This budget also pays administrative expenses, insurance deductibles, small claims, uninsured losses, and other related claims.

Fiscal Year 2013 Proposed Budget

Casualty, Liability and Self Insurance Program	FY2010 Actual	FY2011 Actual	FY2012 Current Budget (12/2011)	FY2013 Total Budget Request	FY2013 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Casualty, Liability and Self Insurance Program	473,981	500,722	525,000	525,000	525,000	
<b>Total</b>	<b>473,981</b>	<b>500,722</b>	<b>525,000</b>	<b>525,000</b>	<b>525,000</b>	

**CLASSIFICATION, PERFORMANCE AND SETTLEMENTS**

GENERAL PURPOSE

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

Classification, Performance and Settlements	FY2010 Actual	FY2011 Actual	FY2012 Current Budget (12/2011)	FY2013 Total Budget Request	FY2013 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Classification, Performance and Settlements	Transfers Only	Transfers Only	202,000	291,700	291,700	
<b>Total</b>			<b>202,000</b>	<b>291,700</b>	<b>291,700</b>	

**RESERVE FUND**

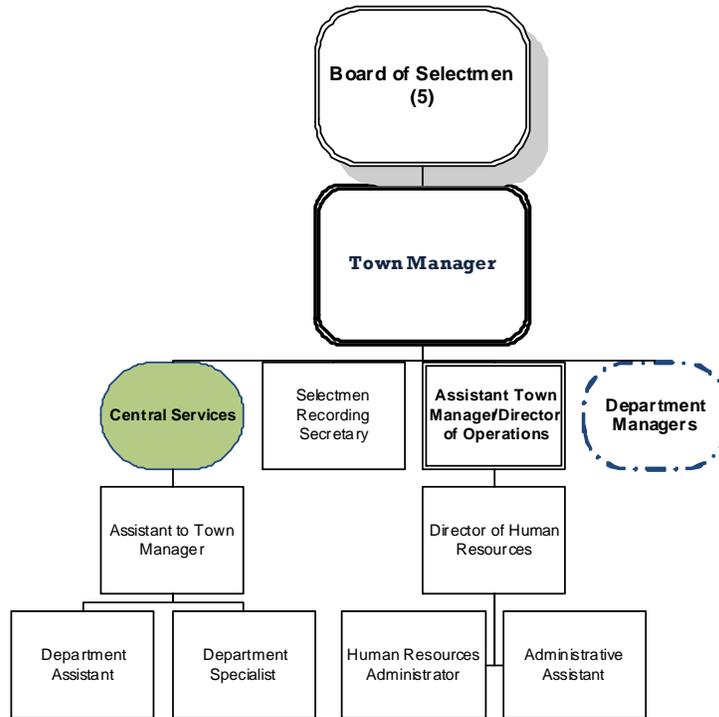
GENERAL PURPOSE

The Reserve Fund is appropriated as part of the annual operating budget. The purpose of the Reserve Fund is to provide an annual budgetary reserve for unforeseen or extraordinary expenditures. Any Town department may request that the Finance Committee transfer 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; no direct expenditures from this budget are allowed. Any balance remaining in the account at the end of the fiscal year is closed out to free cash.

Reserve Fund	FY2010 Actual	FY2011 Actual	FY2012 Current Budget (12/2011)	FY2013 Total Budget Request	FY2013 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Reserve Fund	Transfers Only	Transfers Only	1,166,524	1,333,364	1,333,364	
<b>Total</b>			<b>1,166,524</b>	<b>1,333,364</b>	<b>1,333,364</b>	

**GENERAL GOVERNMENT**

**BOARD OF SELECTMEN / TOWN MANAGER**



GENERAL PURPOSE

The Town Manager/Board of Selectmen budget includes funding for office of the Town Manager, the Assistant Town Manager for Operations, and the Human Resources Department.

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, health and human services, and human resources functions.

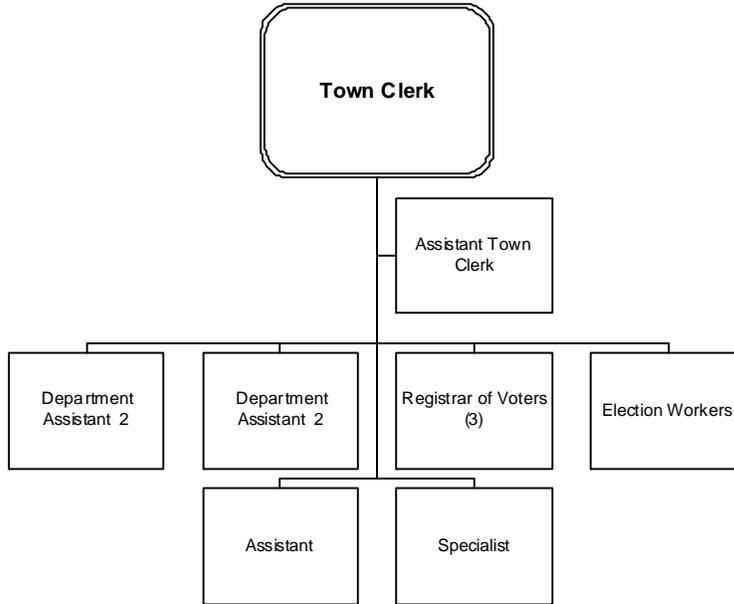
The Board of Selectmen is responsible for establishing policies and procedures for the coordination of Town government operations; representing the interests of Town residents in business dealings, legal affairs, and intergovernmental cooperation with other municipal, county, state, and federal agencies; 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.

Fiscal Year 2013 Proposed Budget

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.

Board of Selectmen & Town Manager	FY2010 Actual	FY2011 Actual	FY2012 Current Budget (12/2011)	FY2013 Total Budget Request	FY2013 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Personnel	624,033	631,475	646,680	670,928	669,819	
Expenses	165,736	150,438	156,433	156,433	156,433	
Operating Capital						
<b>Total</b>	<b>789,769</b>	<b>781,913</b>	<b>803,113</b>	<b>827,361</b>	<b>826,252</b>	

**TOWN CLERK / BOARD OF REGISTRARS**



GENERAL PURPOSE / TOWN CLERK

As the official record-keeping center for the Town of Needham, the combined offices of the Town Clerk and Board of Registrars provide a wide variety of services to the general public as well as to local, state and federal governments. The major functions mandated by state and federal statutes and Town by-laws include records management, certification of vital statistics, voter registration, licensing, compilation of the Annual Census and Street/Voting Lists, Board of Appeals and Planning Board decisions, and the most complex – those relating to elections and Town Meetings.

The Town Clerk’s Office records and maintains the vital statistics for the town and issues certified copies of same (approximately 5,000 annually); submits monthly reports to the State Dept. of Vital Statistics; issues licenses and permits such as marriage, Fish & Game, raffle, auction, dog, storage of flammables; reports and reimburses monthly to the Department of Fisheries & Wildlife; records business certificates, trusts, federal and state tax liens; records and certifies Board of Appeals and Planning Board decisions for recording at the Registry of Deeds; records campaign finance expenditures; issues copies of the Open Meeting Law to newly appointed/elected officials; conducts oath of office; records election results and Town Meeting action; certifies appropriations, borrowing authorization and Town Meeting requirements for bond counsel; obtains Attorney General approval on General and Zoning By-Law amendments and posts same; updates and reproduces General By-Laws; prints Town Clerk’s Records for each fiscal year; serve as commissioners to qualify oath of office; and serves as the custodian of Town Records and Town Seal. The Town Clerk’s Office assists the general public on a daily basis.

GENERAL PURPOSE / BOARD OF REGISTRARS

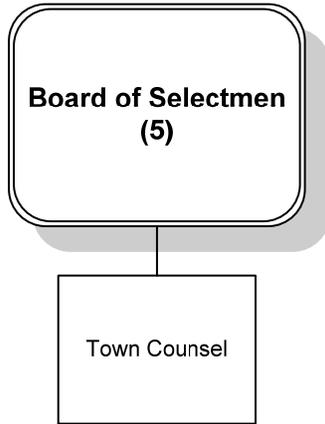
The Board of Registrars is the principal election office for the Town of Needham. Under state statute the Town Clerk, by virtue of the position, is a member of the Board of Registrars and carries out the daily functions of this office along with the office staff. Major responsibilities include the conduct of elections, compilation of the Annual Census and the Street/Voter

Fiscal Year 2013 Proposed Budget

Lists, certification of nomination papers and petitions, preparation of the ballot for the Annual Town Election, and maintenance and custody of the ballot boxes. The Board of Registrars recruits election workers, processes absentee ballots and records election results. The Board of Registrars relies solely on the Commonwealth's Central Voter Registry developed by the Secretary of the Commonwealth upon passage of the Federal Motor Voter Bill in 1995.

Town Clerk and Board of Registrars	FY2010 Actual	FY2011 Actual	FY2012 Current Budget (12/2011)	FY2013 Total Budget Request	FY2013 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Personnel	251,541	279,838	279,390	296,301	296,301	
Expenses	32,416	36,855	38,290	45,552	45,552	
Operating Capital						
<b>Total</b>	<b>283,957</b>	<b>316,694</b>	<b>317,680</b>	<b>341,853</b>	<b>341,853</b>	

**TOWN COUNSEL**



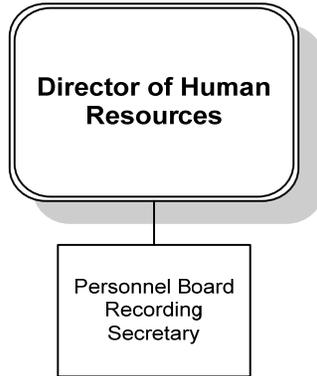
GENERAL PURPOSE

The Town Counsel provides attorneys to advise the municipal corporation and its various departments, boards, committees, and commissions.

The functions of the Town Counsel include providing the Town with legal representation and acting as the attorney for the Town before all courts and administrative agencies. The Town Counsel also provides comprehensive legal services to the municipal corporation such as drafting documents, approving contracts, rendering legal opinions, and providing verbal advice.

Town Counsel	FY2010 Actual	FY2011 Actual	FY2012 Current Budget (12/2011)	FY2013 Total Budget Request	FY2013 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Personnel	68,645	68,664	68,664	70,039	70,039	
Expenses	279,187	363,204	230,000	230,000	230,000	
Operating Capital						
<b>Total</b>	<b>347,832</b>	<b>431,868</b>	<b>298,664</b>	<b>300,039</b>	<b>300,039</b>	

**PERSONNEL BOARD**

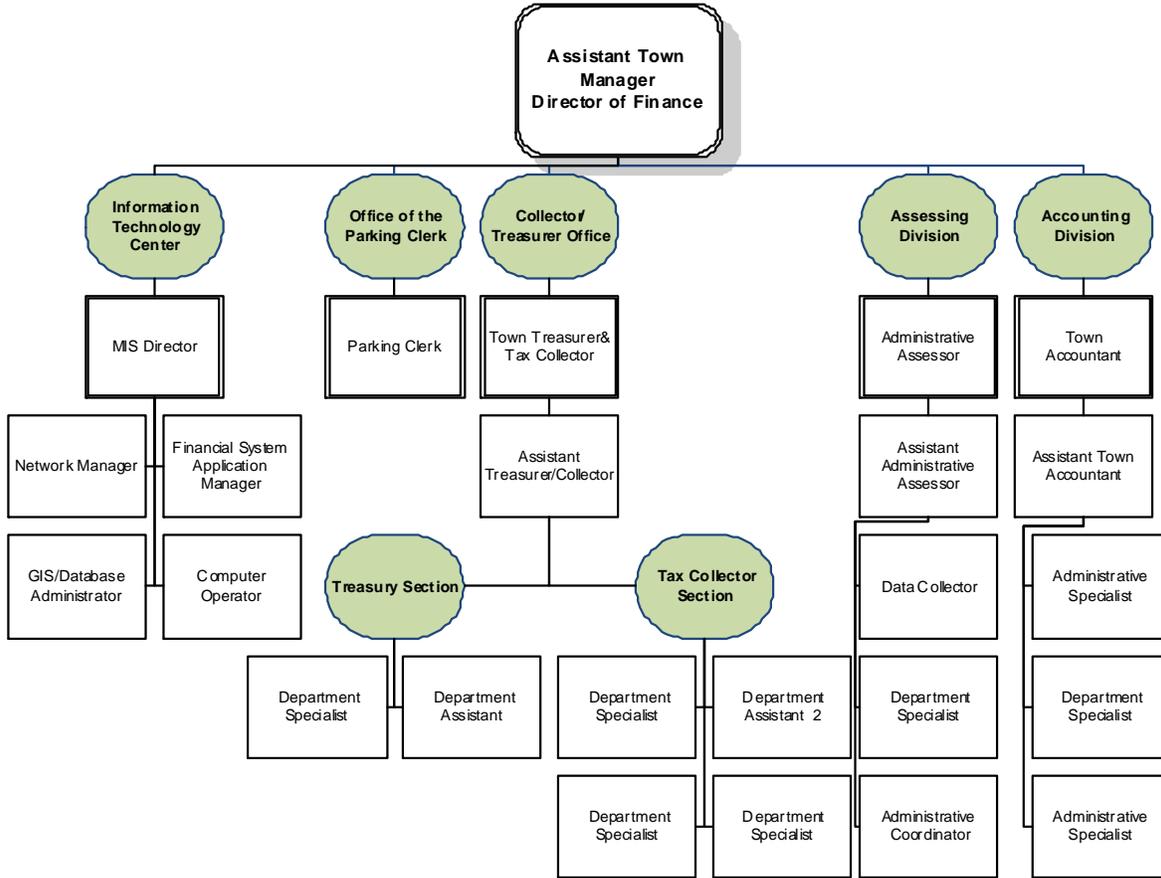


GENERAL PURPOSE

The Personnel Board is established under M.G.L. c.41 s. 108A & 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.

Personnel Board	FY2010 Actual	FY2011 Actual	FY2012 Current Budget (12/2011)	FY2013 Total Budget Request	FY2013 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Personnel Expenses	385	79	600	600	600	
Operating Capital	10,500	11,000	11,000	11,000	11,000	
<b>Total</b>	<b>10,885</b>	<b>11,079</b>	<b>11,600</b>	<b>11,600</b>	<b>11,600</b>	

**FINANCE DEPARTMENT**



**GENERAL PURPOSE**

The Finance Department is overseen by the Assistant Town Manager/Director of Finance and includes five distinct divisions: Accounting, Assessing, Information Technology Center, Parking Clerk, and Tax Collector and Treasurer. The Finance Department is responsible for the overall financial management of the Town including advising and updating Town administration, the Board of Selectmen, the Finance Committee, and other interested parties concerning the Town’s overall financial condition.

The functions of the **Finance Department** include providing information for long-range financial planning; administering cash and debt management; administering internal financial controls; performing audit reviews; ensuring compliance with the uniform procurement act; making property valuation; establishing and maintaining citizen assistance programs; supporting all aspects of the Town’s information systems operations; and assisting in the preparation of the annual budget for submission to Town Meeting.

The **Accounting Division** ensures that all receipts and expenditures are being collected and disbursed in accordance with the law, the municipality's policies, and the operating budget. The functions of the Accounting Office include reviewing all expenditures to ensure that money has been appropriated with available funds; preparing financial reports; maintaining Fixed Assets and Infrastructure for the General Fund and Enterprise Funds; reconciling all funds - General, Capital, Special Revenue, Trust & Agency, Debt and Fixed Assets; and providing system administration and training Town-wide for the Financial

Software Package. The Accounting Division additionally processes weekly payroll, processes weekly accounts payable, and reviews cash receipts for Town and School Departments.

The **Assessing Division** values all real estate (residential, commercial and industrial) and personal property in the Town of Needham for the purpose of "ad valorem" taxation. This process involves discovering, listing, and valuing over 9,500 residential properties, which includes single-family homes, multi-family homes, condominiums, and apartment buildings. There are also 400+ commercial and industrial properties and over 1,000 personal property accounts which must be reviewed on an annual basis. The office also receives over 30,000 motor vehicle excise records from the Registry of Motor Vehicles which must be processed and committed to the Tax Collector. In addition, the functions of the Assessing Division include updating tax map information in regards to property sales and subdivisions; tracking the yearly additions in value triggered by the building permit process and computation of "new growth"; monitoring and recording all changes in property ownership through information received from the Registry of Deeds; inspecting in a timely manner all properties sold in Needham; receiving and processing all real estate and personal property abatement applications within statutory timelines; representing the Town of Needham at the Appellate Tax Board or negotiating settlements with taxpayers before hearings; assisting realtors, appraisers, and taxpayers seeking information on Needham's 10,000+ Real and Personal property accounts; and supplying the Board of Selectmen with all the information required in the setting of the tax rate at the annual classification hearing.

The **Parking Clerk**, which is a required position under M.G.L. c. 90 s. 20A, adjudicates parking tickets issued by the Police Department and Parking Enforcement Officers. In conjunction with the Collector/Treasurer's office, the Parking Clerk is responsible for hearing appeals of disputed tickets, and ensures that all delinquents are forwarded to the Registry of Motor Vehicles for non-renewal of driver's license and/or registration. The functions of this office include interpreting the Town of Needham's By-laws in parking ticket disputes, conducting the research necessary to substantiate judicial decisions, communicating with customers, forwarding any information pertaining to MBTA collection problems to the appropriate department, and settling lot conditions and signage discrepancies. The Parking Clerk also serves as a member of the Parking Committee for All-Night Parking Permits and maintains the records of those permits.

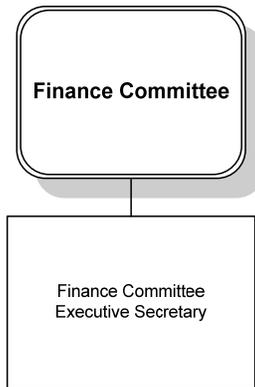
The **Information Technology Center** (ITC) maintains and supports computer hardware and software for all Town departments ensuring that both function properly as well as maintaining the budget for computer hardware and software provided for public safety functions. The ITC provides support for the Town's financial applications, the Geographic Information System, Computer Aided Design applications, enterprise-wide permitting solution, website administration ([www.needhamma.gov](http://www.needhamma.gov)), email, data file services, network security and hardware, desktop and server spam and virus protection, desktop application help desk support, as well as any other desktop, network, or server related function. The ITC is also responsible for the oversight of the fiber network between all Town and School buildings, and has established a local area network connecting all public buildings through in-house servers and switches as well as accessibility to the World Wide Web.

The **Collector/Treasurer** provides timely processing of bills and receipts, and ensures that the funds of the Town are invested prudently, are available when needed, and earn the highest yield possible. The Treasurer establishes the time and structure of Town debt in accordance with State Laws and in a manner that accommodates the needs of Town. The Treasurer's office operates within the constraints of the Massachusetts General Laws. The primary functions of the Collector/Treasurer's office include collecting all taxes and fees due to the Town, managing Town funds, and managing the sale of all notes and bonds.

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Finance Department	FY2010 Actual	FY2011 Actual	FY2012 Current Budget (12/2011)	FY2013 Total Budget Request	FY2013 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Personnel	1,302,128	1,319,613	1,385,756	1,437,620	1,437,620	
Expenses	720,510	722,956	741,605	746,495	746,495	
Operating Capital	37,265	37,500	37,500	37,500	37,500	
<b>Total</b>	<b>2,059,903</b>	<b>2,080,069</b>	<b>2,164,861</b>	<b>2,221,615</b>	<b>2,221,615</b>	

**FINANCE COMMITTEE**



GENERAL PURPOSE

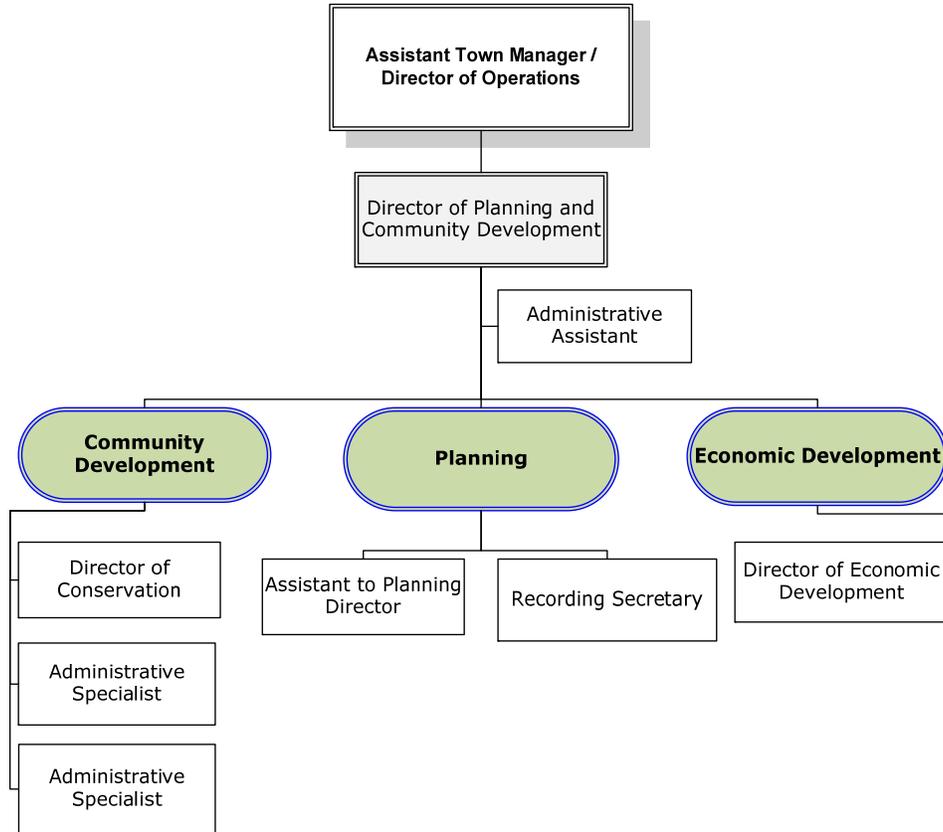
The Finance Committee is made up of nine members that are appointed by the Town Moderator pursuant to Town By-Laws. The duty of the Finance Committee is to recommend a balanced operating budget to Town Meeting and to advise Town Meeting members about the financial implications of all warrant articles. The Finance Committee meets regularly in order to be in a position to recommend a balanced budget and make sensible and informed recommendations on all financial matters found within the Town Meeting warrants.

The functions of the Finance Committee include reviewing and analyzing town-wide departmental, enterprise, and capital requests. The Finance Committee prepares the main motion to Town Meeting on the Operating Budget; and makes recommendations to Town Meeting on all warrant articles that have a financial implication.

Finance Committee	FY2010 Actual	FY2011 Actual	FY2012 Current Budget (12/2011)	FY2013 Total Budget Request	FY2013 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Personnel	20,616	26,823	28,382	30,289	30,289	
Expenses	580	826	1,075	1,075	1,075	
Operating Capital						
<b>Total</b>	<b>21,196</b>	<b>27,649</b>	<b>29,457</b>	<b>31,364</b>	<b>31,364</b>	

## LAND USE & DEVELOPMENT

### PLANNING & COMMUNITY DEVELOPMENT



### PLANNING

GENERAL PURPOSE/PLANNING AND ECONOMIC DEVELOPMENT FUNCTIONS

The Planning function provides technical and administrative support to the Needham Planning Board and various Boards and Commissions to implement the community's long-term vision for Needham. The Planning Department is responsible for advance planning, development review, public information, and development compliance as permitted by the Planning Board.

The functions of the Planning Board include reviewing all proposed subdivisions of land under the Subdivision Control Law and administering the Town's Subdivision Regulations and Procedural Rules; acting as the special permit granting authority for certain types of prescribed development projects under Zoning By-law provisions adopted at the 1985 Annual Town Meeting; issuing special permits for Planned Residential Developments, Residential Compounds, and "Major Projects" under the Site Plan Review By-law; and reviewing and updating Zoning By-laws and Maps, the Subdivision Regulations, and its Procedural Rules as a special permit granting authority. The Planning Board also makes advisory reports to the Building Inspector on "Minor Projects" under the Site Plan Review By-Law; reviews proposals for amendments to the Zoning By-Law and Zoning Map, and

Fiscal Year 2013 Proposed Budget

after public hearing, renders to Town Meeting reports with recommendations; and reviews and gives written recommendations for all applications for zoning variances and special permits to the Board of Appeals. The Planning Board maintains an up-to-date Master Plan, which is used as a guide for decisions regarding future growth and development in the Town.

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. 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.

Planning Department	FY2010 Actual	FY2011 Actual	FY2012 Current Budget (12/2011)	FY2013 Total Budget Request	FY2013 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Personnel	178,778	217,754	232,476	238,982	238,982	
Expenses	17,778	15,812	16,460	16,460	16,460	
Operating Capital						
<b>Total</b>	<b>196,556</b>	<b>233,566</b>	<b>248,936</b>	<b>255,442</b>	<b>255,442</b>	

**COMMUNITY DEVELOPMENT**

GENERAL PURPOSE/CONSERVATION FUNCTIONS

The Conservation Commission administers and enforces the Wetlands Protection Act (M.G.L. c. 131, s. 40), and the Needham Wetlands Protection By-Law (Section 6) with the assistance and support of the Community Development Department. The Department assists in activities related to land management and acquisition (including the administration of Ridge Hill Reservation) and provides input to the Town in matters pertaining to the use and protection of the Town’s natural resources and open space.

The functions of the Community Development Department include providing technical and administrative review of filings under the Wetlands Protection Act and the Needham Wetlands Protection By-law; drafting Orders of Conditions and other permitting documents; participating in and transcribing minutes of bi-weekly Conservation Commission meetings; conducting site inspections for permitting, monitoring, and enforcement; assisting in activities related to land management and acquisition; and acting as the Conservation Commission’s liaison to other Boards and Committees. The Community Development Department also assists residents and project proponents with the applications process and inquiries related to conservation.

GENERAL PURPOSE/ZONING BOARD OF APPEALS FUNCTIONS

The 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.

Fiscal Year 2013 Proposed Budget

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.

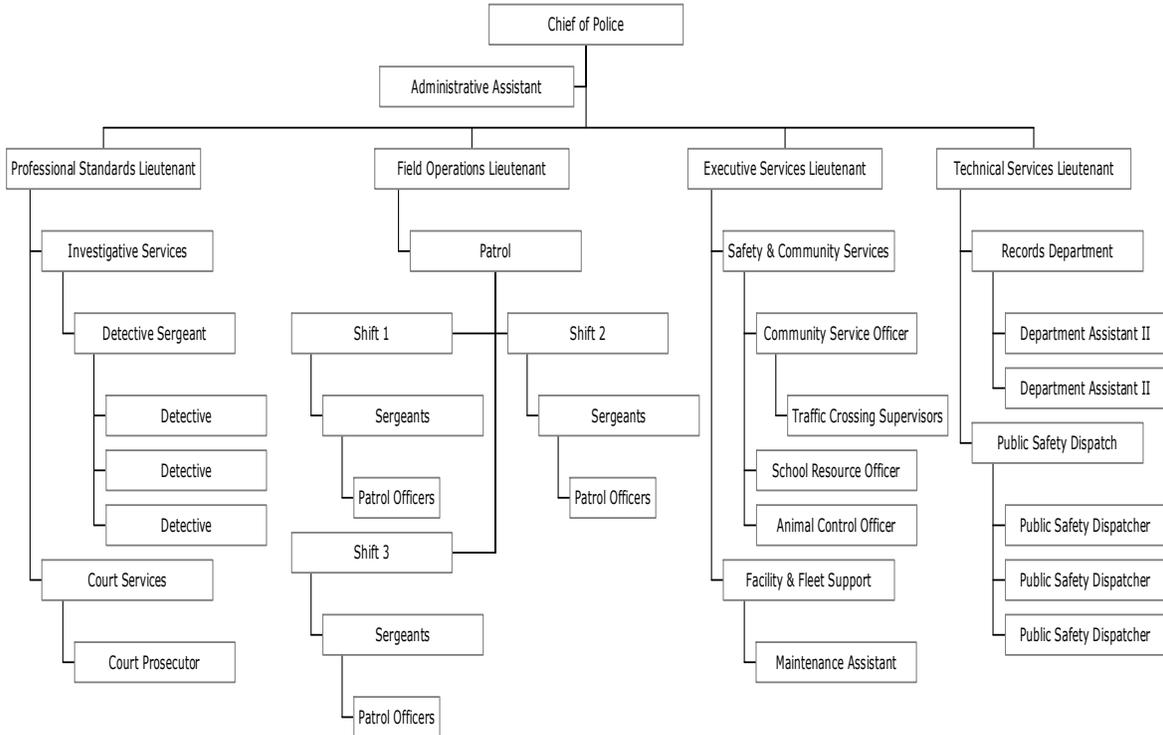
Conservation Department	FY2010 Actual	FY2011 Actual	FY2012 Current Budget (12/2011)	FY2013 Total Budget Request	FY2013 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Personnel	70,327					
Expenses	7,285					
Operating Capital						
<b>Total</b>	<b>77,612</b>					

Board of Appeals Department	FY2010 Actual	FY2011 Actual	FY2012 Current Budget (12/2011)	FY2013 Total Budget Request	FY2013 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Personnel	22,248					
Expenses	3,972					
Operating Capital						
<b>Total</b>	<b>26,221</b>					

Community Development	FY2010 Actual	FY2011 Actual	FY2012 Current Budget (12/2011)	FY2013 Total Budget Request	FY2013 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Personnel		103,019	108,584	118,626	118,626	
Expenses		10,930	11,858	11,858	11,858	
Operating Capital						
<b>Total</b>		<b>113,949</b>	<b>120,442</b>	<b>130,484</b>	<b>130,484</b>	

**PUBLIC SAFETY**

**POLICE DEPARTMENT**



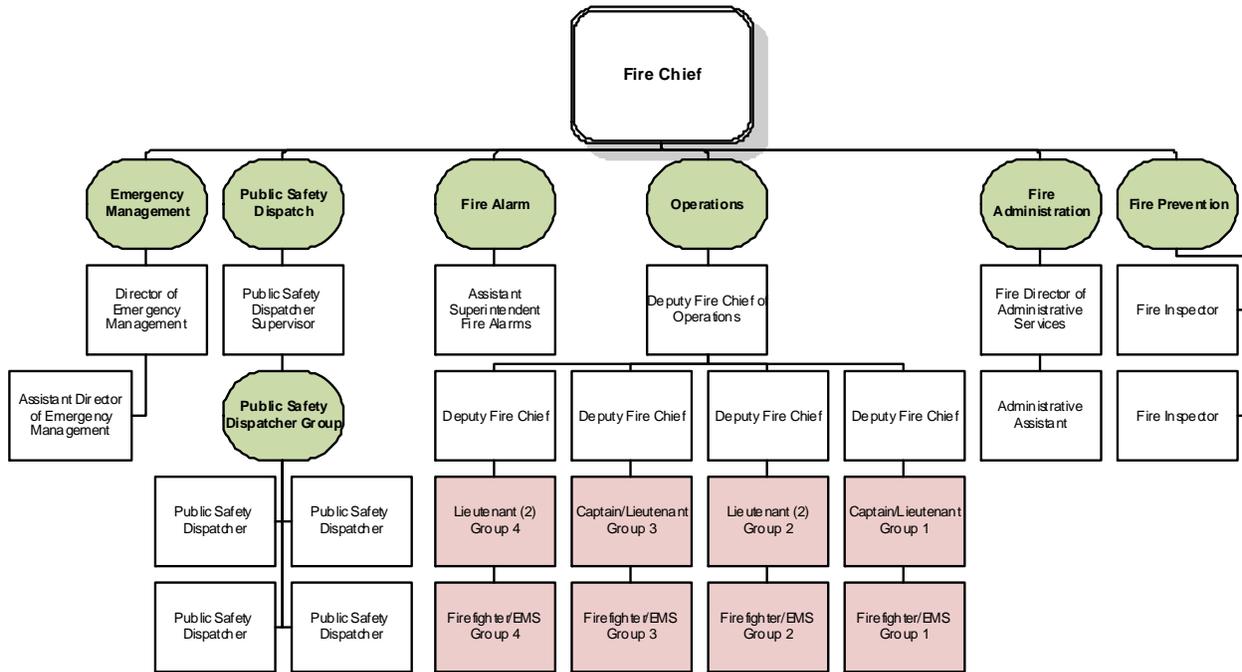
**GENERAL PURPOSE**

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

The functions of the Police department include maintaining public safety; repressing criminal activity; rendering responsive, rapid, professional service to all who seek assistance; providing up to date training and equipment for all personnel; promoting public safety through education and involvement in the community; expanding management information systems capabilities; and ensuring involvement in homeland security activities.

Police Department	FY2010 Actual	FY2011 Actual	FY2012 Current Budget (12/2011)	FY2013 Total Budget Request	FY2013 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Personnel	4,554,987	4,584,179	4,859,711	4,842,392	4,842,392	
Expenses	233,531	217,321	239,858	280,835	280,835	
Operating Capital	95,860	117,921	125,891	200,000	200,000	
<b>Total</b>	<b>4,884,379</b>	<b>4,919,421</b>	<b>5,225,460</b>	<b>5,323,227</b>	<b>5,323,227</b>	

**FIRE DEPARTMENT**



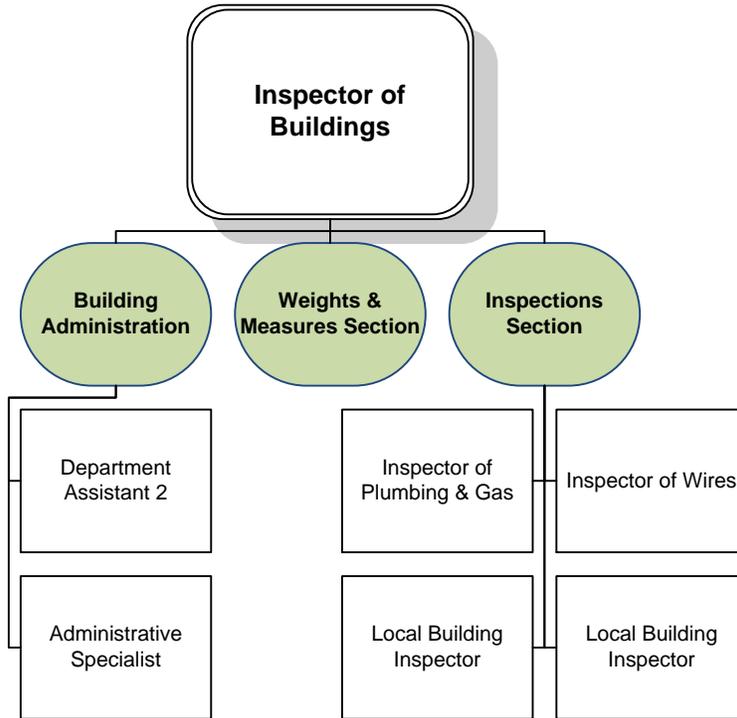
**GENERAL PURPOSE**

The Fire Department provides the community with a well-trained team of professionals to protect the lives and property of Town residents through fire suppression, emergency medical services, emergency disaster preparedness, fire inspections, and fire prevention through education, in the most cost-effective manner possible.

The functions of the department include fire suppression, fire inspection and prevention, emergency medical BLS/ALS services, installing and maintaining municipal fire alarm systems and communication, planning and implementing the Emergency Management Plan, training, and dispatching all fire and EMS calls.

Fire Department	FY2010 Actual	FY2011 Actual	FY2012 Current Budget (12/2011)	FY2013 Total Budget Request	FY2013 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Personnel	5,768,539	5,775,225	6,095,891	6,079,147	6,079,147	
Expenses	215,246	213,045	240,683	253,965	253,965	
Operating Capital	7,141					
<b>Total</b>	<b>5,990,925</b>	<b>5,988,270</b>	<b>6,336,574</b>	<b>6,333,112</b>	<b>6,333,112</b>	

**BUILDING INSPECTOR**



GENERAL PURPOSE

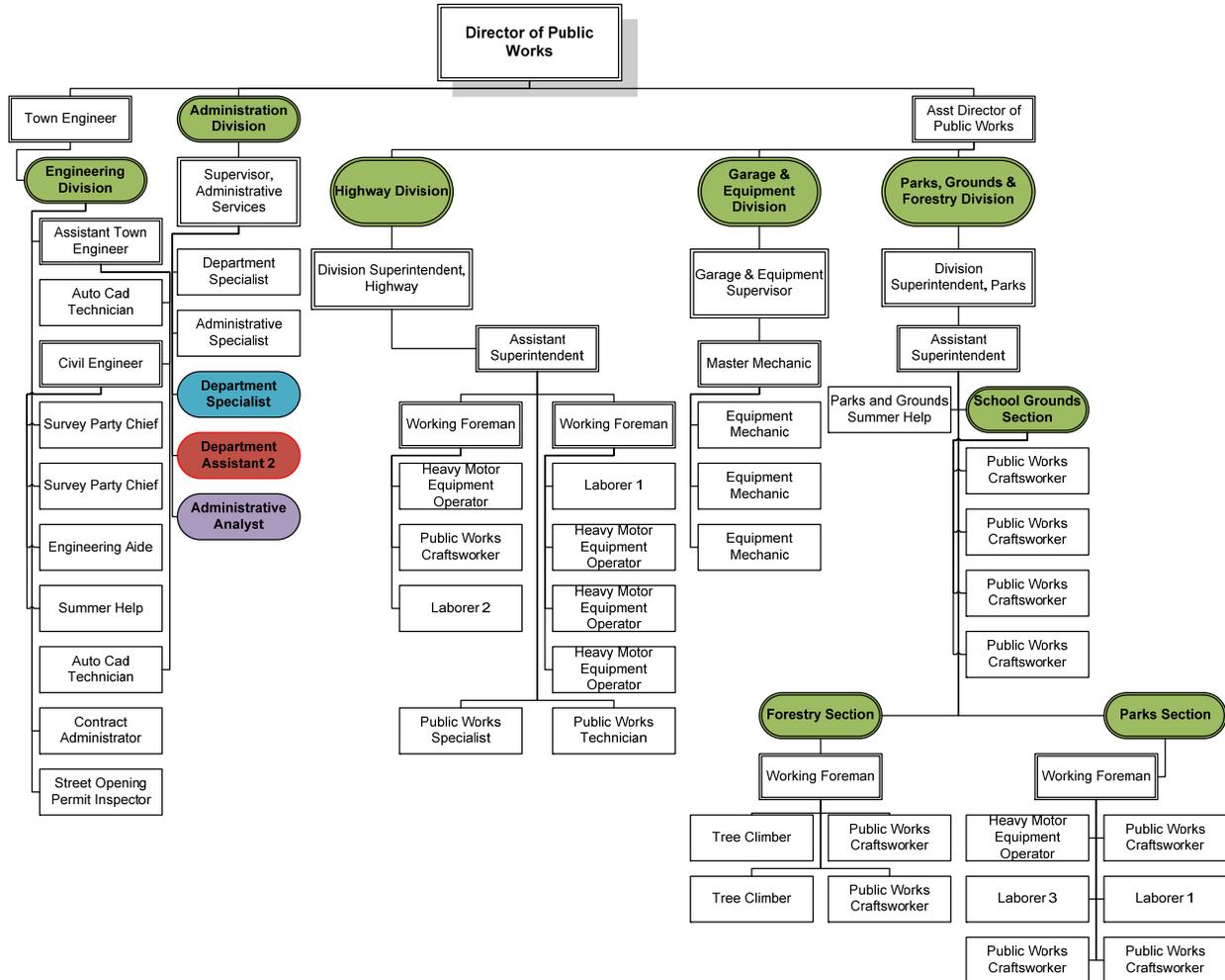
The Building Inspector provides inspection services as required by M.G.L. 802 of the Acts of 1972, s. 3. The Town employs officials to inspect buildings and structures in accordance with 780 C.M.R., known as the Massachusetts State Building code. The Town employs an Inspector of Plumbing & Gas Fittings under M.G.L. c. 142 s. 11 and an Inspector of Wires under M.G.L. c. 166 s. 32. All inspectors are required to inspect new construction, reconstruction, alterations, repairs, and demolition of structures within the town.

The functions of the Building Department include enforcing the Zoning By-Law that was first adopted in 1925, inspecting buildings and properties in the Town to insure compliance with relevant regulations and procedures. The Building Department is charged with responsibilities under the Town of Needham’s General By-Laws for signage, the Zoning By-Law for property use, the Massachusetts State Building Code 780 C.M.R. for safety, the Architectural Access Board 521 C.M.R., the Zoning Act in M.G.L. c. 40A, the Massachusetts Plumbing and Gas Code 248 C.M.R., and the Massachusetts Electrical Code 527 C.M.R.

Building Inspector	FY2010 Actual	FY2011 Actual	FY2012 Current Budget (12/2011)	FY2013 Total Budget Request	FY2013 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Personnel	425,690	431,081	440,113	460,619	460,619	6,900
Expenses	11,350	12,911	28,095	30,958	28,940	
Operating Capital						
<b>Total</b>	<b>437,041</b>	<b>443,992</b>	<b>468,208</b>	<b>491,577</b>	<b>489,559</b>	<b>6,900</b>

# PUBLIC WORKS

## DEPARTMENT OF PUBLIC WORKS



**GENERAL PURPOSE**

The Department Public Works (DPW) plans, designs, constructs, operates, maintains and manages all physical facilities that are necessary or desirable to community life. The Department promotes programs necessary for asset management and the preservation of infrastructure in order to provide for the health, safety, welfare, and convenience expected by the community for a high standard of living and good quality of life. Public Works employees assure safe and secure water and sewer facilities, protect against flooding, efficient waste disposal, safe and adequate transportation systems, and accessible athletic and recreational facilities.

The function of the DPW include rendering services to all citizens in the areas of highway maintenance and construction; removing snow; supplying and distributing water; constructing and maintaining sanitary and storm sewers; disposing of solid waste; maintaining the parks and forestry; and providing its own administration, engineering, and equipment maintenance.

The DPW is comprised of seven (7) divisions including four main operating divisions (Highway, Parks & Forestry, Water & Sewer and Solid Waste and Recycling (RTS)) and three department-wide support divisions (Administration, Engineering and Garage). The Department's budget is contained in four (4) separate operating budgets. The services related to solid waste disposal and recycling are contained in the RTS Enterprise Fund Budget. The services related to water supply, treatment and distribution are contained in the Water Enterprise Fund Budget and the services related to sanitary sewage collection and the transportation are contained in the Sewer Enterprise Fund Budget.

The **Administration** Division provides overall administrative direction to the Department; assists the general public, including contractors and vendors, by furnishing information relating to rules, regulations, services, and billing procedures; and responds to policy inquiries concerning the responsibilities of all divisions within the Department, including the three enterprise operations. Additional functions include purchasing, administering personnel/payroll, accounts payable/receivable, utility billing, central filing; and maintaining statistical data.

The **Engineering Division** archives information regarding engineering for the Town, provides engineering consultation and advice for the Department of Public Works and other Town departments, provides construction inspection on large or complicated projects, and reviews subdivision and site plan development applications. The functions of the Engineering Division include recording all land and building additions and alteration; working closely with the Assessors in furnishing technical information relating to land and structures; receiving and recording information from the Registry of Deeds and Land Court on the Assessor's plans; providing technical assistance and advice to the Planning Board in all areas of land use and planning; reviewing and making recommendations on all subdivision plans; calculating construction costs; providing field inspections to ensure compliance with Planning Board requirements; providing assistance to the Police Department on matters pertaining to traffic and parking; providing technical assistance to all Town agencies as requested, preparing studies and cost estimates for proposed Town projects; and performing property surveys for the location of Town owned land, easements, and construction projects. Additionally, the Engineering Department also provides technical support to each of the other divisions.

The **Garage Division** provides equipment management and maintenance to the fleet utilized by the DPW. The functions of the Garage and Equipment Division include providing service to all Public Works vehicles and equipment; maintaining and repairing mobile communications networks and administrative operations; scheduling and performing preventative maintenance services on Public Works vehicles and equipment; and preparing seasonal equipment (snow equipment, leaf vacuums, mowing equipment) for the use of the DPW.

The **Highway Division** maintains the roadway and traffic systems in the Town of Needham to allow for transportation in a safe and cost effective manner. The Highway Division is responsible for 260 lane miles of roadway, 160 miles of sidewalk, 246 miles of grass curbing and parking lots. The functions of the Highway Division include planning, organizing, directing, and monitoring roadway, parking lot, and traffic system maintenance; repairing and constructing improvements throughout the town; and taking responsibility in the winter for snow and ice operations. The functions of the snow and ice program are to provide chemical de-icing, snow plowing, and snow and ice removal operations in the event of a winter storm system.

Fiscal Year 2013 Proposed Budget

The **Parks and Forestry Division** provides for the care and maintenance of all Town public shade trees, parks and athletic fields, and provides support to Town recreation and athletic programs. This includes providing for the care and maintenance of public shade trees on all Town property; controlling roadside brush; conducting the annual tree planting and replacement program; operating and maintaining the Town Nursery; operating and maintaining facilities and providing support to all athletic and recreational programs under the control of the Park and Recreation Commission; completing maintenance for recreation complexes under various jurisdictions such as Park and Recreation, School Department, Memorial Park Trustees and the Board of Selectmen; and performing the pre-season maintenance of Rosemary pool and grounds.

Department of Public Works	FY2010 Actual	FY2011 Actual	FY2012 Current Budget (12/2011)	FY2013 Total Budget Request	FY2013 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Personnel	3,183,243	3,220,769	3,041,684	3,123,223	3,109,481	
Expenses	1,246,788	1,214,451	1,322,295	1,453,915	1,416,915	
Operating Capital	5,500	4,830	6,700	6,500	6,500	
Snow and Ice Budget	690,404	1,189,507	400,000	410,000	410,000	
<b>Total</b>	<b>5,125,935</b>	<b>5,629,557</b>	<b>4,770,679</b>	<b>4,993,638</b>	<b>4,942,896</b>	

**MUNICIPAL PARKING PROGRAM**

GENERAL PURPOSE

The Town's relationship with the MBTA for management of the Needham commuter lots changed in the winter of 2011, with the "T" assuming responsibility for management of the lots and collection of fees.

Municipal Parking Program	FY2010 Actual	FY2011 Actual	FY2012 Current Budget (12/2011)	FY2013 Total Budget Request	FY2013 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Municipal Parking Program	262,583	173,628	55,000	55,000	55,000	
<b>Total</b>	<b>262,583</b>	<b>173,628</b>	<b>55,000</b>	<b>55,000</b>	<b>55,000</b>	

**MUNICIPAL LIGHTING PROGRAM**

GENERAL PURPOSE

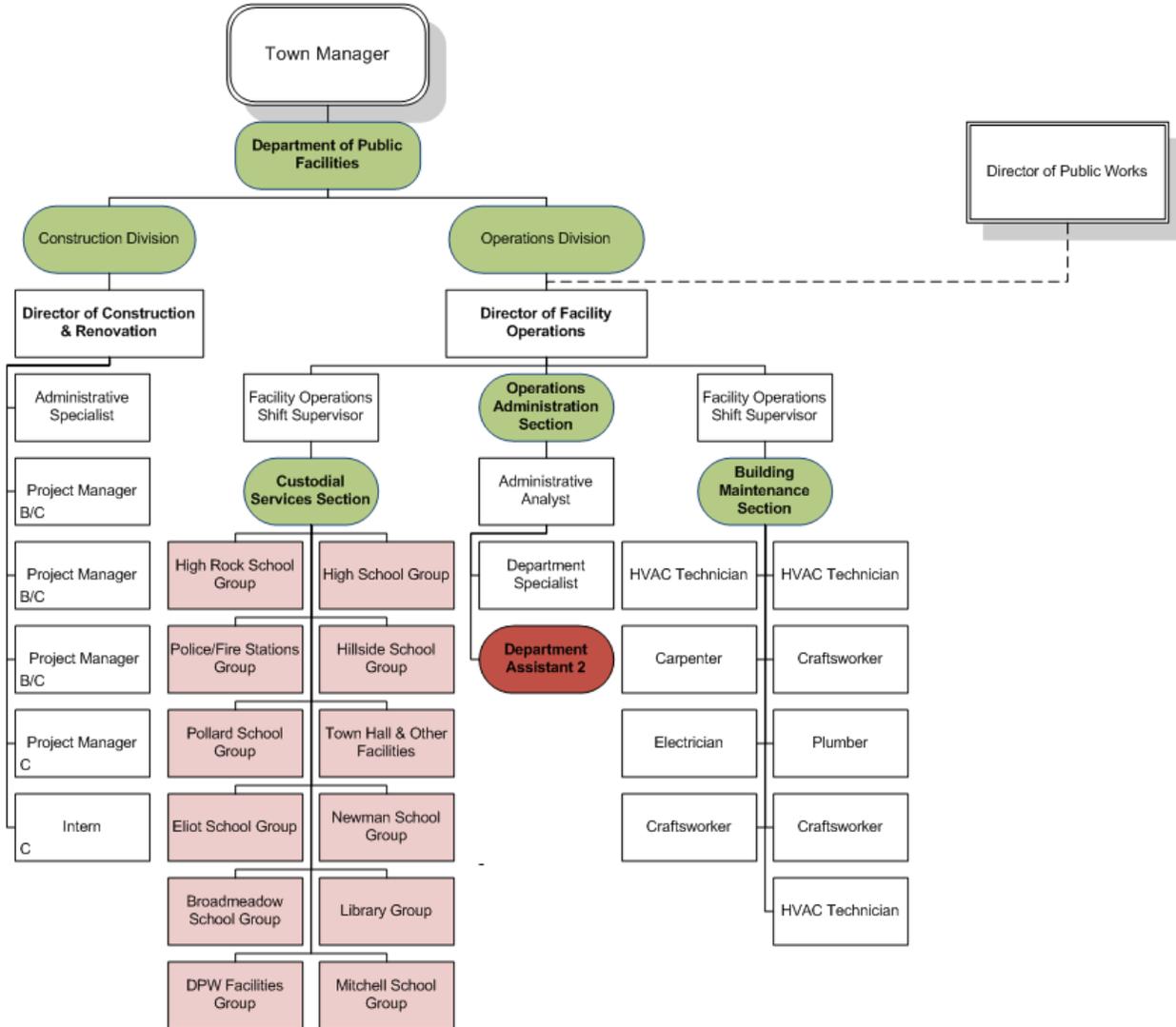
The Municipal Lighting Program covers the cost of operating the streetlights and parking lot lights in the Town of Needham. The Town purchased the streetlights from NStar when given authorization to by Town Meeting in May 2003. The streetlights became property of the Town on November 1, 2003.

The functions of the Municipal Lighting Program include conducting maintenance and repair of the municipally-owned streetlights and covering the cost of the energy that those lights utilize. Streetlights maintained and powered through this program include mounted streetlights on municipally-owned poles and utility poles throughout the Town, and pedestrian scale lighting in municipal parking lots and the downtown business district. There are approximately 2,900 such lights in the Town.

Fiscal Year 2013 Proposed Budget

Municipal Lighting Program	FY2010 Actual	FY2011 Actual	FY2012 Current Budget (12/2011)	FY2013 Total Budget Request	FY2013 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Municipal Lighting Program	221,962	213,108	256,000	256,000	233,000	
<b>Total</b>	<b>221,962</b>	<b>213,108</b>	<b>256,000</b>	<b>256,000</b>	<b>233,000</b>	

**PUBLIC FACILITIES**



**GENERAL PURPOSE**

The Department of Public Facilities is charged with two separate and distinct functions: building maintenance and building construction. The Operations and Maintenance Division provides building upkeep and repairs to all schools and municipal buildings in the Town. The Construction Division oversees building construction and renovation.

Fiscal Year 2013 Proposed Budget

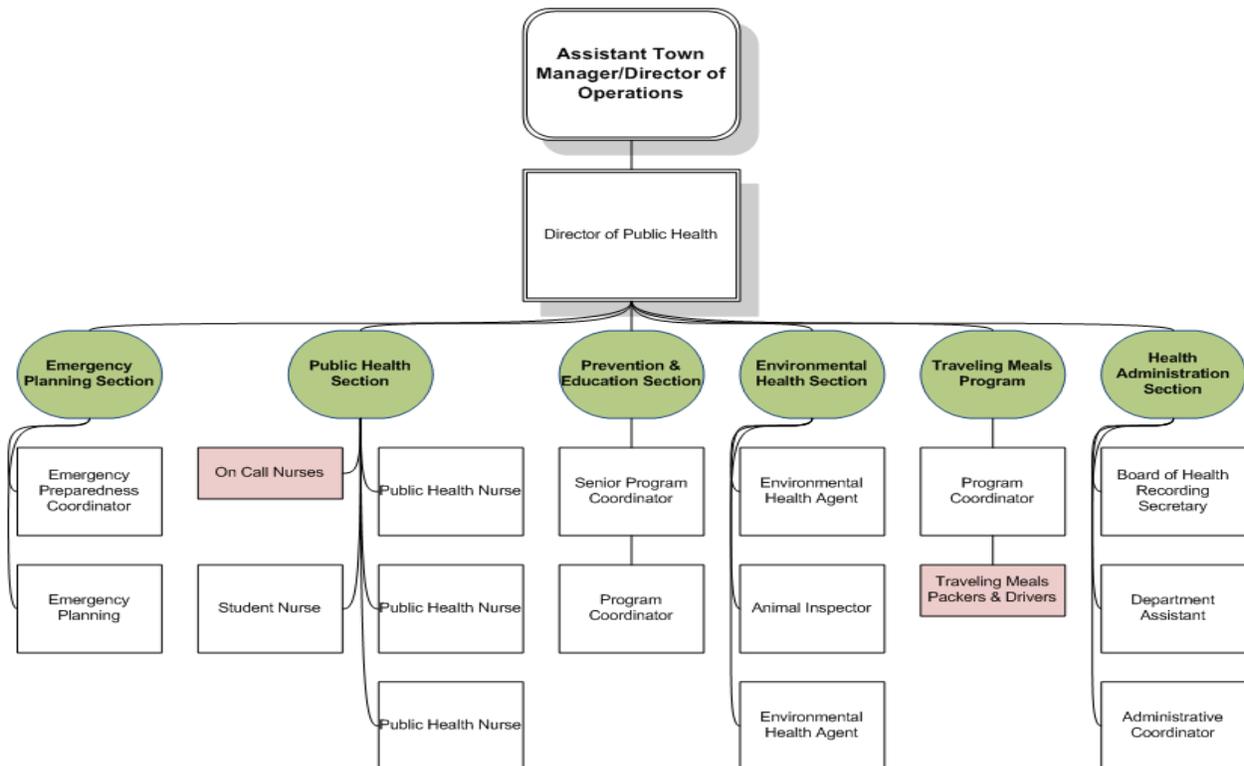
The functions of **Construction Division** include overseeing design and construction of municipal building projects; managing and administering the design and project management services, and construction contracts procured by the Town in the development and construction of these projects; and assisting and providing technical support in the overview of and coordination of procurements or studies having to do with capital improvements or facilities.

The **Operations Division** provides building maintenance, repair, and custodial services to all Public Schools and municipal buildings in the Town of Needham. The primary functions of the Operations Division include providing custodial services, servicing and repairing HVAC and electrical systems; providing carpentry and general building maintenance services and repair; and providing grounds services that include grass mowing, leaf pick-up, and snow removal.

Department of Public Facilities	FY2010 Actual	FY2011 Actual	FY2012 Current Budget (12/2011)	FY2013 Total Budget Request	FY2013 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Personnel	2,796,956	2,858,853	3,058,620	3,182,993	3,182,993	9,318
Expenses	4,159,786	4,424,073	4,666,935	4,607,203	4,545,060	
Operating Capital		43,679				
<b>Total</b>	<b>6,956,742</b>	<b>7,326,605</b>	<b>7,725,555</b>	<b>7,790,196</b>	<b>7,728,053</b>	<b>9,318</b>

**COMMUNITY SERVICES**

**HEALTH DEPARTMENT**



Fiscal Year 2013 Proposed Budget

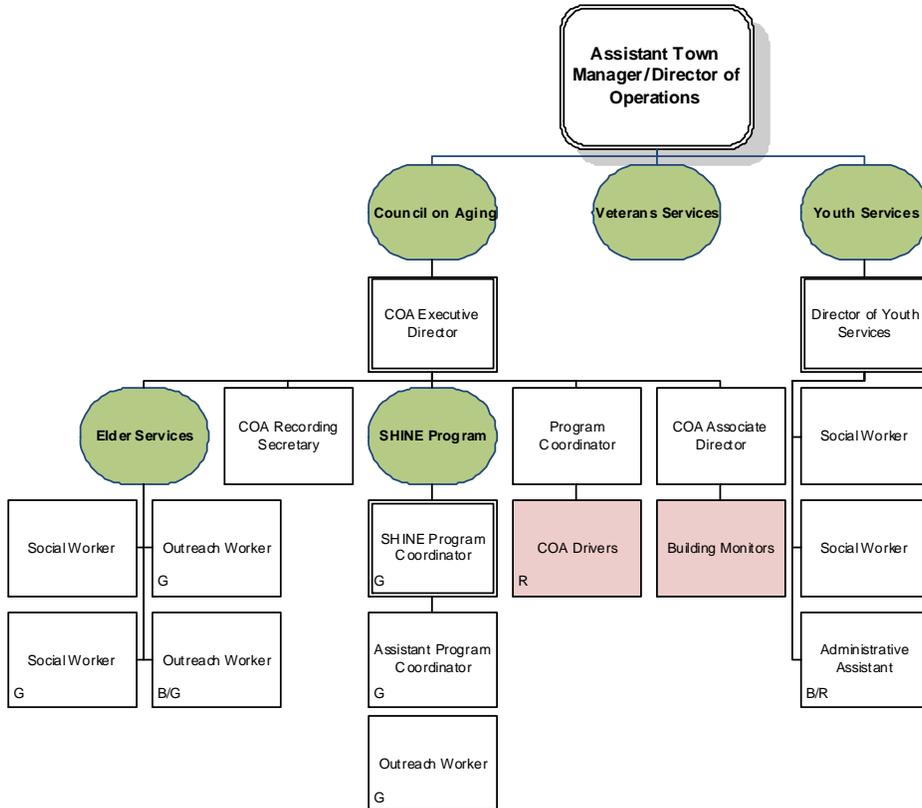
**GENERAL PURPOSE**

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

Health Department functions include emergency preparedness and response, regulatory oversight, disease surveillance, environmental health training, education and outreach, and program planning.

Health Department	FY2010 Actual	FY2011 Actual	FY2012 Current Budget (12/2011)	FY2013 Total Budget Request	FY2013 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Personnel	370,739	368,893	385,301	412,882	406,722	
Expenses	74,250	76,688	76,829	88,554	87,054	10,000
Operating Capital						
<b>Total</b>	<b>444,989</b>	<b>445,580</b>	<b>462,130</b>	<b>501,436</b>	<b>493,776</b>	<b>10,000</b>

**HUMAN SERVICES**



Fiscal Year 2013 Proposed Budget

GENERAL PURPOSE

The mission of the Human Services Department is to provide services to a diverse and growing population. Each department within the Humans Services Department provides services to a specialized population.

The **Council on Aging** (COA) has a mission to respond to 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.

The Needham Council on Aging is charged with serving Needham’s 60+ population, and their families, by addressing diverse aspects of aging service interests, concerns, and needs. The COA offers a variety of programs and services five days a week at the nationally accredited Stephen Palmer Senior Center. However, the functions of this department are not confined by walls and it fulfills its mission by delivering programs and services in a variety of places throughout the Town.

The functions of the Council on Aging include advocating for Needham’s senior population on the Local, Regional, State, and National levels to assure that needs and interests are being met; finding new ways to ensure that the quality of life for these residents is at a maximum level, while fostering optimum independence; providing outreach and counseling services, advocacy, transportation, daily meals, information and referral, health benefits counseling, volunteer opportunities, health and wellness information and screening, creative, and social classes, educational programs, special events and trips; and providing a drop-in center for socialization, independent activities and learning opportunities.

The **West Suburban Veteran Services District** assists Veterans and their families in times of need pursuant the M.G.L. c. 115, and helps to coordinate ceremonial observance of national and state holidays dedicated to veterans and patriotic purposes.

The **Youth Services Division** has a mission to provide leadership and 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. Youth Services advocates for youth and family interests, partners with other youth and family service agencies, develops and implements quality programs and services; and educates and communicates with the public regarding youth and family issues.

Human Services	FY2010 Actual	FY2011 Actual	FY2012 Current Budget (12/2011)	FY2013 Total Budget Request	FY2013 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Personnel	498,836	460,559	493,873	510,811	510,811	
Expenses	37,738	75,615	70,370	77,205	77,205	
Operating Capital						
<b>Total</b>	<b>536,574</b>	<b>536,174</b>	<b>564,243</b>	<b>588,016</b>	<b>588,016</b>	

**COMMISSION ON DISABILITIES**

GENERAL PURPOSE

The Commission on Disabilities was formed in 1991 and consists of up to nine volunteer members appointed by the Board of Selectmen to address the needs and concerns of residents with disabilities in the community. By law, the majority of those appointed to the commission must be persons with a disability and they are chosen to represent as wide a range of disabilities as possible.

The purpose of the Commission is to advise municipal officials, public and private agencies, and other individuals in order to ensure compliance with Federal, State, and Local disability laws, particularly the Americans with Disabilities Act (ADA); to promote full integration of persons with disabilities into the community; to provide information, referrals, and technical assistance to individuals, businesses, and organizations in all matters pertaining to disability issues; and to participate in a variety of forums and media events to develop public awareness of persons with disabilities and encourage compliance with the ADA. The Commission on Disabilities also provides grants to community-based organizations to make it possible for persons with disabilities to participate more fully in programs and activities within Needham.

Commission on Disabilities	FY2010 Actual	FY2011 Actual	FY2012 Current Budget (12/2011)	FY2013 Total Budget Request	FY2013 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Personnel Expenses Operating Capital	123	550	550	550	550	
<b>Total</b>	<b>123</b>	<b>550</b>	<b>550</b>	<b>550</b>	<b>550</b>	

**HISTORICAL COMMISSION**

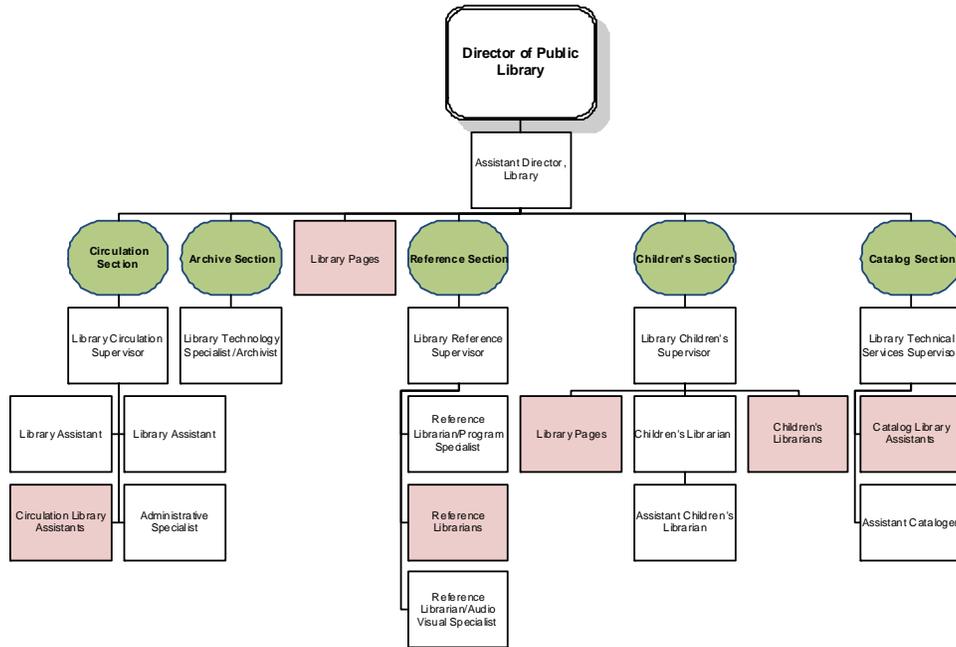
GENERAL PURPOSE

The Historical Commission was created to ensure the preservation, protection, and development of the historical assets that are the visible evidence of the Town of Needham's history. The Commission conducts research to identify places of historic or archeological value, and seeks to coordinate the activities of unofficial bodies organized for similar purposes. The Commission makes recommendations as to whether an asset should be certified as an historical or archeological landmark.

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.

Historical Commission	FY2010 Actual	FY2011 Actual	FY2012 Current Budget (12/2011)	FY2013 Total Budget Request	FY2013 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Personnel Expenses Operating Capital	1,033	259	1,050	1,050	1,050	
<b>Total</b>	<b>1,033</b>	<b>259</b>	<b>1,050</b>	<b>1,050</b>	<b>1,050</b>	

**PUBLIC LIBRARY**



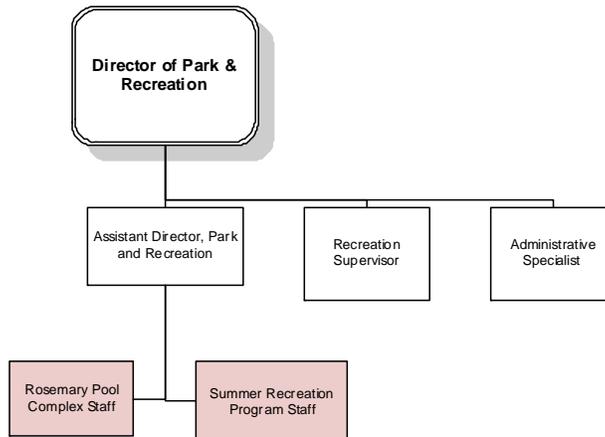
**GENERAL PURPOSE**

The Needham Free Public Library is the hub for those needing access to materials and information to support educational, intellectual, recreational, and cultural needs. The Library provides opportunities for individuals to develop independent learning and research skills, utilizing a variety of media, in a gathering place designed for people of all ages and abilities. The Library provides free services and information to all.

The Library is committed to utilizing its resources and personnel to promote personal and professional growth opportunities; provide answers to residents' questions on a broad array of topics relating to work, school, and personal life; satisfy residents' need for information on popular cultural and social trends and recreational reading, listening, and viewing materials; and foster an open environment for community interaction and public discourse.

Needham Public Library	FY2010 Actual	FY2011 Actual	FY2012 Current Budget (12/2011)	FY2013 Total Budget Request	FY2013 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Personnel	1,058,491	1,074,381	1,073,225	1,114,454	1,071,967	
Expenses	262,515	247,696	292,061	311,501	310,776	16,250
Operating Capital						
<b>Total</b>	<b>1,321,006</b>	<b>1,322,077</b>	<b>1,365,286</b>	<b>1,425,955</b>	<b>1,382,743</b>	<b>16,250</b>

**PARK AND RECREATION**



GENERAL PURPOSE

The Park and Recreation department provides administrative support to the Park and Recreation Commission, a five member elected board empowered by M.G.L. c. 45. The Commission sets policy for the programs and services provided by the Department, and is steward to about approximately 400 acres of public land, including the approximately 200 acre Town Forest. The Commission serves as the Town Forest Committee under the State statute.

The Park and Recreation Department has four full-time staff who oversee the daily functions of the Department that include program and staff supervision, facility scheduling, maintenance oversight, and community organization support. Many of the services generate revenue.

Park and Recreation Department	FY2010 Actual	FY2011 Actual	FY2012 Current Budget (12/2011)	FY2013 Total Budget Request	FY2013 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Personnel	429,489	440,511	440,395	453,499	453,499	
Expenses	107,191	108,578	110,875	107,875	107,875	
Operating Capital						
<b>Total</b>	<b>536,680</b>	<b>549,089</b>	<b>551,270</b>	<b>561,374</b>	<b>561,374</b>	

**MEMORIAL PARK**

GENERAL PURPOSE

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

The functions of the Trustees of Memorial Park include maintaining memorial structures and gardens; coordinating maintenance of the park with Department of Public Works; coordinating scheduling of athletic fields with the Park and Recreation Department;

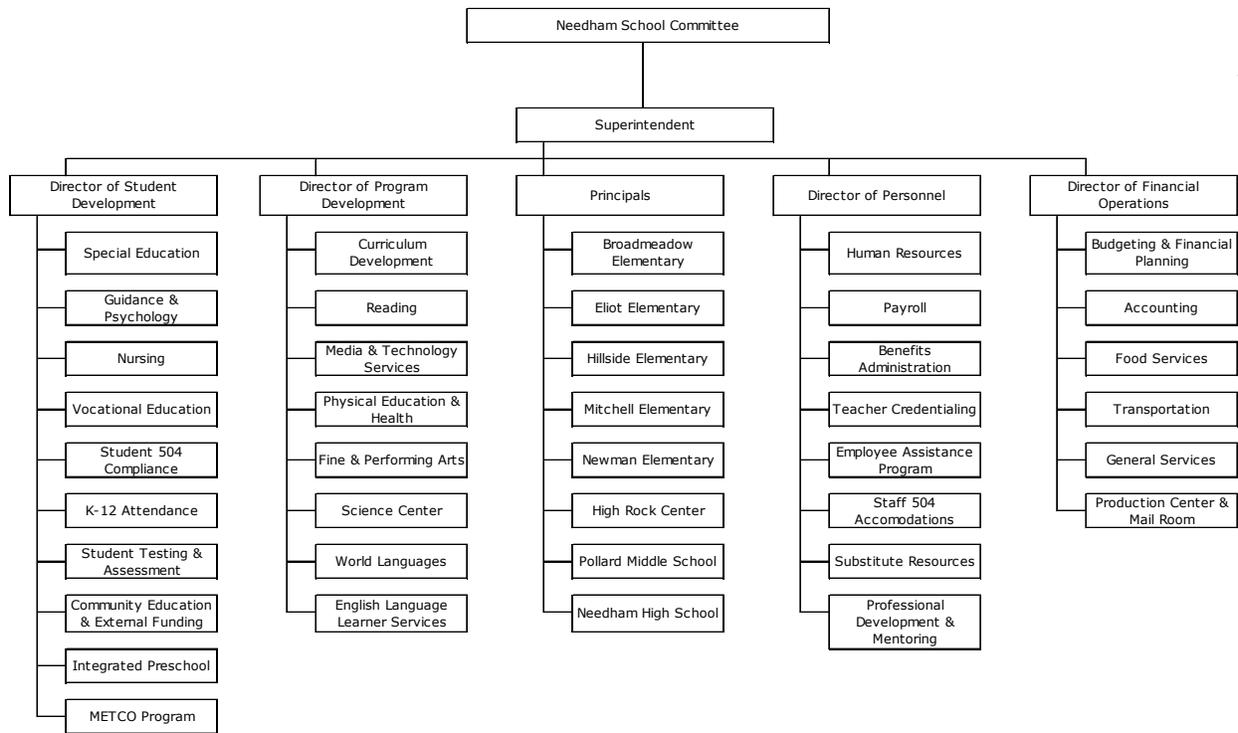
Fiscal Year 2013 Proposed Budget

coordinating maintenance of the building with the Public Facilities Operations Department; scheduling use of community rooms and sign boards; and providing a safe and pleasant environment for community events that include Veterans’ Day and Memorial Day services, Needham Exchange Club’s 4th of July events, Needham High School graduation and athletics, community sports programs, concerts, and charitable events.

Memorial Park	FY2010 Actual	FY2011 Actual	FY2012 Current Budget (12/2011)	FY2013 Total Budget Request	FY2013 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Personnel Expenses Operating Capital	136	500	750	750	750	
<b>Total</b>	<b>136</b>	<b>500</b>	<b>750</b>	<b>750</b>	<b>750</b>	

**EDUCATION**

**NEEDHAM PUBLIC SCHOOLS**



**GENERAL PURPOSE**

The Needham Public Schools have long enjoyed a reputation as one of the best school systems in the State. In addition to regular school services, Needham offers an integrated preschool program, a full range of co-curricular opportunities, and a comprehensive Community Education Program offering adult education, summer enrichments, and after-school exploration for elementary and middle school students. The Department operates five elementary schools, one sixth-grade center, one middle school and one high school.

Fiscal Year 2013 Proposed Budget

Needham is a long-standing member of METCO, a voluntary desegregation program that each day brings children from Boston to suburban schools. Needham is a member of the Minuteman Regional School, a regional vocational technical high school serving 16 Massachusetts communities.

Budget details for the Needham Public Schools are distributed by the Superintendent and the School Committee and are located in Section 4, pages 179 through 187.

Needham Public Schools	FY2010 Actual	FY2011 Actual	FY2012 Current Budget (12/2011)	FY2013 Total Budget Request	FY2013 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Needham Public Schools	45,180,592	46,535,374	48,501,371	51,264,825	51,007,074	
<b>Total</b>	<b>45,180,592</b>	<b>46,535,374</b>	<b>48,501,371</b>	<b>51,264,825</b>	<b>51,007,074</b>	

**MINUTEMAN REGIONAL**

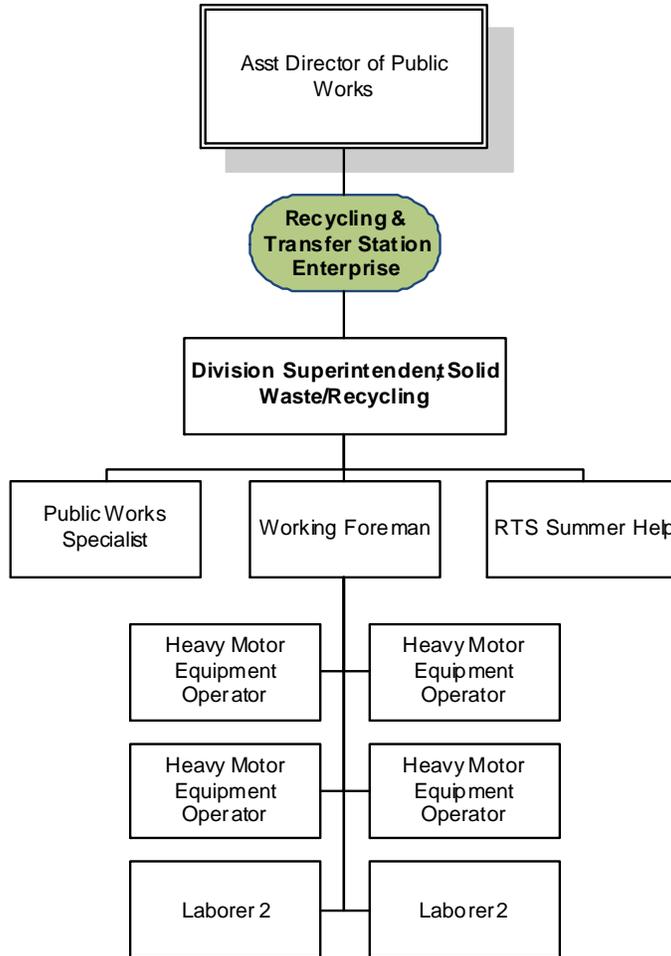
GENERAL PURPOSE

The Minuteman Regional High School is a public regional high school district formed by Town Meeting votes in sixteen member communities: Acton, Arlington, Belmont, Bolton, Boxborough, Carlisle, Concord, Dover, Lancaster, Lexington, Needham, Stow, Sudbury, Wayland and Weston. Minuteman also provides services to students from surrounding non-member communities on a tuition basis in accordance with M.G.L. c. 74. Minuteman is designed to provide a combination of career-focused high school education and college preparation.

Minuteman	FY2010 Actual	FY2011 Actual	FY2012 Current Budget (12/2011)	FY2013 Total Budget Request	FY2013 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Minuteman	435,733	343,969	562,637	758,878	780,038	
<b>Total</b>	<b>435,733</b>	<b>343,969</b>	<b>562,637</b>	<b>758,878</b>	<b>780,038</b>	

**ENTERPRISE FUNDS**

**SOLID WASTE RECYCLING ENTERPRISE FUND**



**GENERAL PURPOSE**

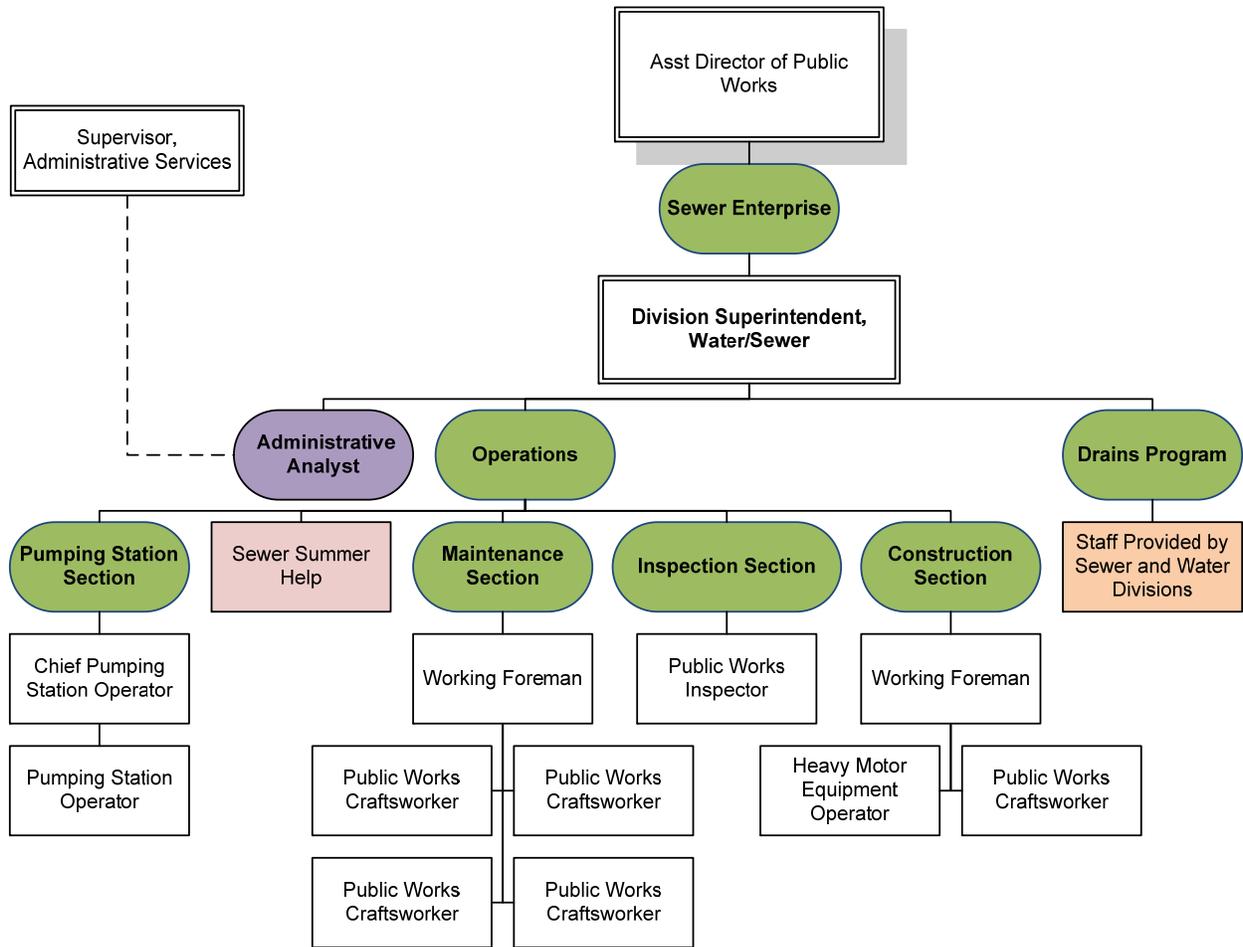
The purpose of the fund is to operate a residential drop-off area and transfer station for the handling and disposal of solid waste generated by the residents of Needham and various Town Departments in accordance with the Waste Bans and Regulations imposed by the Massachusetts Department of Environmental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

The RTS staff manages and maintains a solid waste transfer facility, yard waste processing area and materials processing area (MPA/DPW). The staff handle, process and transport and track all material received at the Recycling Transfer Station (RTS). Removing as much material from the waste stream through practical applications of diversion, recycling or reuse, thereby minimizing disposal cost and increasing revenue through the resale of processed material.

Fiscal Year 2013 Proposed Budget

RTS Department Budget	FY2010 Actual	FY2011 Actual	FY2012 Current Budget (12/2011)	FY2013 Total Budget Request	FY2013 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Personnel	624,377	583,999	643,582	673,304	653,290	
Expenses	1,070,123	1,090,999	1,139,984	1,239,290	1,214,293	
Operating Capital	39,209	56,179	43,000	55,000	43,000	
Debt Service	149,051	149,673	150,000	150,000	150,000	
Reserve Fund	Transfers Only	Transfers Only	25,000	25,000	25,000	
<b>Total</b>	<b>1,882,760</b>	<b>1,880,849</b>	<b>2,001,566</b>	<b>2,142,594</b>	<b>2,085,583</b>	

**SEWER ENTERPRISE FUND**



The Water and Sewer Division sewer system personnel are responsible for the operation and maintenance of the Town's sewage collection system consisting of over 130 miles of collector and interceptor sewers, 6,500 sewer manholes and 10 sewer pumping stations. The Town's sewer system is a collection system that discharges its wastewater to the Massachusetts Water Resources Authority (MWRA) system for treatment. Approximately 65% of the Town's sewer collection system is a totally gravity system and 35% of the sewer

system is pumped into the gravity system. Needham has two principle points of discharge into the MWRA system and nine other public locations where subdivisions discharge to the MWRA system.

Water and Sewer Division sewer system personnel maintain and operate 23 sewer pumps, motors, switchgear, gates, valves, buildings and grounds contained in ten pumping facilities located throughout town. They also operate pipe maintenance equipment such as a mechanical rodding machine, high velocity jetting equipment, backhoes, trucks, generators, and repair response equipment.

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

#### Drains Division

The Drains Division undertakes storm drain maintenance, which includes compliance with the National Pollution Discharge Elimination System (NPDES) program. The goals that are set fourth in NPDES help to maintain a productive system and improve the quality of water discharged into local rivers, lakes, streams and ponds. The Water and Sewer Division personnel operate, maintain, and repair the storm drainage system, which consists of 89.7 miles of various size pipes and 3,715 catch basins. As part of the Stormwater Management Plan (S.W.M.P.), the DPW is responsible for inspecting, cleaning and repairing these pipes.

#### Collection System

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

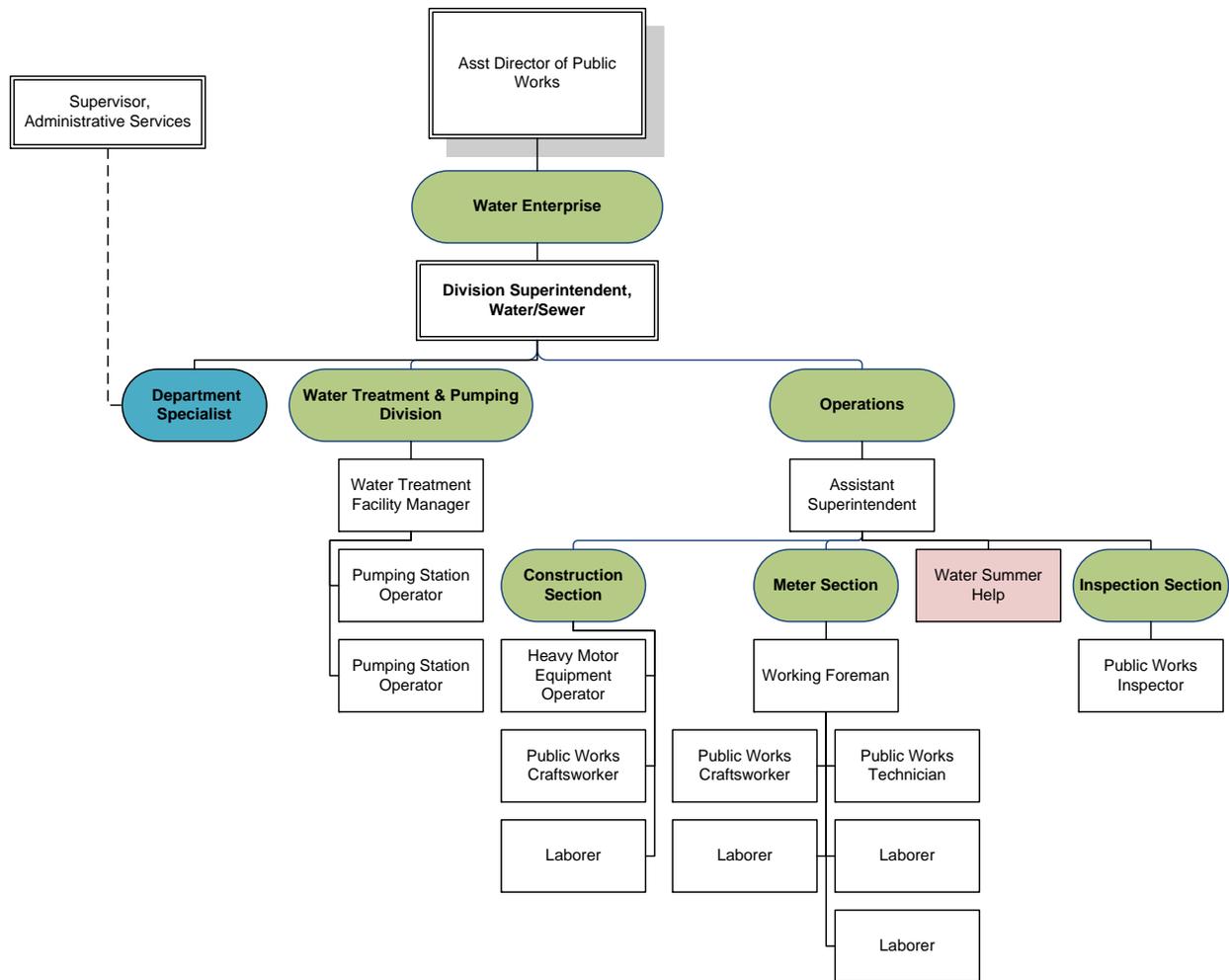
#### Pumping Stations

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

Fiscal Year 2013 Proposed Budget

Sewer Department Budget	FY2010 Actual	FY2011 Actual	FY2012 Current Budget (12/2011)	FY2013 Total Budget Request	FY2013 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Personnel	658,119	522,117	886,973	916,991	902,938	
Expenses	281,535	267,836	468,764	475,056	475,056	
Operating Capital	72,000	21,750	25,000	25,000	25,000	
MWRA	5,028,493	5,043,945	5,291,080	5,291,080	5,291,080	
Debt Service	1,192,470	1,242,461	1,350,000	1,400,000	1,400,000	
Reserve Fund	Transfers Only	Transfers Only	35,000	35,000	35,000	
<b>Total</b>	<b>7,232,617</b>	<b>7,098,109</b>	<b>8,056,817</b>	<b>8,143,127</b>	<b>8,129,074</b>	

**WATER ENTERPRISE FUND**



GENERAL PURPOSE

The Needham Water and Sewer Division is primarily a maintenance organization with the ability to perform small and limited construction projects. The yearly tasks of the Water Division consist of operation and maintenance of the Town's water system including supply, treatment and distribution. The Water Division personnel are committed to providing high

Fiscal Year 2013 Proposed Budget

quality drinking water that meets or exceeds state and federal standards for safety and quality.

Pumping and Treatment

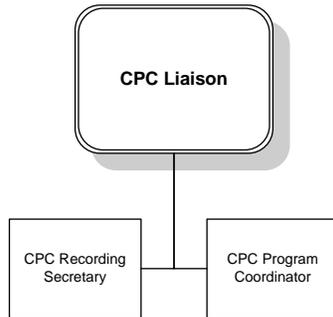
The Town's water distribution system is a single service pressure zone system supplied by two sources. The Town's primary source of water is the Charles River Well Field that is able to produce 4.6 million gallons of water per day (mgd). The Charles River Well Field consists of three groundwater-pumping stations. Needham's second water source is a connection to the MWRA surface water supply originating at the Quabbin Reservoir and delivered through the Metrowest Tunnel and the Hultman Aqueduct. This water is pumped into the Needham system at the St. Mary's Pumping Station located at the corner of St. Mary's Street and Central Avenue. This supply is used when the Town's demand for water is greater than the Well Field's capabilities.

Distribution

The purpose of the Division is to operate, maintain and repair the Town's water distribution system comprised of 135 miles of various size water mains, 1,150 public hydrants, 3,400 water gate valves, and 9,800 water service connections. This work includes the routine repair and/or replacement of meters, valves, service pipes, mains, gates and hydrants; testing meters for accuracy; performing annual cross-connection surveys at all commercial and industrial properties; and testing semiannually several hundred back flow prevention devices. Nearly 13,000 meters are read four times per year, customer inquiries are responded to, unusual readings are investigated, and records are maintained.

Water Department Budget	FY2010 Actual	FY2011 Actual	FY2012 Current Budget (12/2011)	FY2013 Total Budget Request	FY2013 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Personnel	909,094	803,640	1,023,091	1,038,319	1,028,088	
Expenses	1,046,301	948,757	974,603	1,068,406	1,026,906	
Operating Capital		15,000	55,000	20,000	20,000	
MWRA	427,332	264,017	610,028	610,028	610,028	
Debt Service	1,490,309	1,497,133	1,550,000	1,550,000	1,550,000	
Reserve Fund	Transfers Only	Transfers Only	75,000	75,000	75,000	
<b>Total</b>	<b>3,873,037</b>	<b>3,529,547</b>	<b>4,287,722</b>	<b>4,361,753</b>	<b>4,310,022</b>	

**COMMUNITY PRESERVATION FUND**



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

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

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

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

The Director of Park and Recreation serves as the Town Manager’s liaison to the Community Preservation Committee. Park and Recreation staff also provides clerical support to the Committee.

Community Preservation Committee	FY2010 Actual	FY2011 Actual	FY2012 Current Budget (12/2011)	FY2013 Total Budget Request	FY2013 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
CPC Administrative Budget	44,185	8,672	82,000	82,000	82,000	
<b>Total</b>	<b>44,185</b>	<b>8,672</b>	<b>82,000</b>	<b>82,000</b>	<b>82,000</b>	

Limited Budget Submission LBS1								
Budget Title		Retirement Assessments						
Type	Committee	<input type="checkbox"/>	Limited	<input type="checkbox"/>	Townwide	<input checked="" type="checkbox"/>		
<b>Operational Considerations</b>								
<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 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 2011, there were 631 active participants (down 6.4% from 2010), 446 retirees (down .7% from 2010), 107 inactive participants, and 41 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 77.9% on January 1, 2011, down just slightly from 78.2% on January 1, 2010. It is anticipated that the system will be fully funded no later than 2027.</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 of \$80,848,597. As of September 30, 2011, the assets had rebounded to \$101,640,887, although lower than the most recent high of 111,036,018 in April, 2011. Due to the uncertainty about future returns, the Retirement Board last year lowered the assumed required rate of return from 8.25% to 8%.</p> <p>The Retirement Board has not taken a final vote to adopt a funding schedule based on the January 1, 2011 actuarial study, so this budget is not yet final.</p>								
<b>Expense Detail</b>								
Does this request include funding for salary or wage expense?					Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
If yes, does the current year budget include this expense?					Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
If the salary and wage expense funds a permanent position, indicate the FTE.						<input type="checkbox"/>		<input type="checkbox"/>
Description					Amount			
a.	Non-Contributory Retirement (2)				\$33,400			
b.	Contributory Retirement Assessment				\$4,997,421			
c.								
<b>Total</b>					<b>\$5,030,821</b>			
<b>Spending Request Recap</b>								
Description		Base Request	Additional Request DSR4		Total			
Townwide		\$5,030,821			\$5,030,821			
<b>Total</b>		<b>\$5,030,821</b>			<b>\$5,030,821</b>			
Special Financial Warrant Articles?					Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>

Limited Budget Submission LBS1						
Budget Title	Employee Benefits					
Type	Committee		Limited		Townwide	X
<b>Operational Considerations</b>						
<p>The expenses covered under this program include group insurance for active employees, 401(a) Plan deferred compensation payments, employee benefit administration costs, a temporary HRA program associated with conversion to Rate Saver health insurance plans, 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 7% increase in health insurance premiums for fiscal year 2013, and provides for enrollment of 20 additional employees who do not currently participate in the Town's group health program. The budget assumes a current enrollment of 818 active subscribers: total enrollment decreased by .7% for General Government employees and increased by 2.9% for School Department employees in fiscal year 2012 over fiscal year 2011. Total enrollment (active and retired) is up 1.25% from FY2011 to FY2012.</p> <p>While insurance rates are expected to increase by 7%, the <u>health insurance</u> portion of this budget is expected to increase just over 5% due to the conversion of a significant number of subscribers to the so-called "Rate Saver" plans. As of January 1, 2012, 87% of subscribers will be enrolled in the lower-premium/higher out-of-pocket cost plans. If the subscribers were not transitioned to the Rate Saver plans, the FY2012 health insurance budget would have been just under \$1.2 million higher than is requested. The health insurance line is estimated at this time, as actual health insurance rates will not be available until early 2012.</p> <p>This budget also 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% 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 FY2012 and to reflect the extension of benefits to 99 weeks by the Federal government.</p> <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 purposes of workers compensation. The workers compensation line item also includes funding for pre-employment physicals for</p>						

Limited Budget Submission LBS1								
Budget Title		Employee Benefits						
Type	Committee	<input type="checkbox"/>	Limited	<input type="checkbox"/>	Townwide	<input checked="" type="checkbox"/>		
<p>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 was increased to \$450,000 in FY2012. Town Meeting action at the 2011 Annual Town Meeting and November 7, 2011 Special Town Meeting helped to restore close to \$500,000 in the fund.</p>								
Expense Detail								
Does this request include funding for salary or wage expense?					Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
If yes, does the current year budget include this expense?					Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
If the salary and wage expense funds a permanent position, indicate the FTE.						<input type="checkbox"/>		<input type="checkbox"/>
Description						Amount		
a.	Employee Benefits					\$10,160,556		
b.	Unemployment					\$250,000		
c.	Workers Compensation and Public Safety Injured on Duty					\$450,000		
d.								
e.								
f.								
Total						\$10,860,556		
Spending Request Recap								
Description	Base Request	Additional Request DSR4		Total				
Townwide	\$10,860,556	<input type="checkbox"/>	<input type="checkbox"/>	\$10,860,556				
Personnel	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Expense	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Operating Capital	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Total	\$10,860,556	<input type="checkbox"/>	<input type="checkbox"/>	\$10,860,556				
Special Financial Warrant Articles?					Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>

Limited Budget Submission LBS1								
Budget Title	Retiree Insurance Program & Insurance Liability Fund							
Type	Committee	<input type="checkbox"/>	Limited	<input type="checkbox"/>	Townwide	<input checked="" type="checkbox"/>		
Operational Considerations								
<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 472 retirees electing health insurance coverage for 806 subscribers (including spouses). The annual cost to the Town for health insurance for these retirees is estimated at \$3.7 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 FY2002. Chapter 10 of the Acts of 2002 created a separate fund for this purpose. As of July 1, 2011, the Town's Unfunded Actuarial Liability was \$59,122,322, with a funded ratio of 10.9% (as compared to a UAL of \$43,879,127 and a funded ratio of 10.2% as of July 1, 2009). The increase in the unfunded actuarial liability is attributable to several factors, including the conversion to a new mortality table recognizing that retirees are living longer, a reflection of the percentage of retirees who will likely elect health insurance at retirement, the trend in health care spending, and the age and years of service of current employees (which makes them more likely to retire from Needham). Conversion of most of the Town's existing employees and all future employees to higher out-of-pocket "Rate Saver" health insurance plans will continue to 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 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>								
Expense Detail								
Does this request include funding for salary or wage expense?					Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
If yes, does the current year budget include this expense?					Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
If the salary and wage expense funds a permanent position, indicate the FTE.						<input type="checkbox"/>		<input type="checkbox"/>
Description							Amount	
a.	OPEB Contribution					\$4,523,887		
b.								
c.								
d.								
e.								

Limited Budget Submission LBS1								
<b>Budget Title</b>		<b>Retiree Insurance Program &amp; Insurance Liability Fund</b>						
Type	Committee	<input type="checkbox"/>	Limited	<input type="checkbox"/>	Townwide	<input checked="" type="checkbox"/>		
f.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Total					<b>\$4,523,887</b>			
Spending Request Recap								
Description	Base Request	Additional Request DSR4		Total				
Townwide	\$4,523,887	<input type="checkbox"/>	<input type="checkbox"/>	\$4,523,887				
Personnel	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Expense	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Operating Capital	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Total	\$4,523,887	<input type="checkbox"/>	<input type="checkbox"/>	\$4,523,887				
Special Financial Warrant Articles?					Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>

<b>Limited Budget Submission LBS1</b>								
<b>Budget Title</b>		<b>Town Wide – General Fund Debt Services</b>						
Type	Committee	<input type="checkbox"/>	Limited	<input type="checkbox"/>	Townwide	<input checked="" type="checkbox"/>		
<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, and starting with fiscal year 2012 budget also includes debt service supported by CPA funds. The Town incurred its first CPA supported debt service expense for the Town Hall in fiscal year 2012. The CPA financing plan anticipates a debt service obligation in fiscal year 2013 of \$550,000.</p> <p>This budget does not contain any funding for debt that may be authorized after the November 2011 Special Town Meeting or at the 2012 Annual Town Meeting. Debt service related to the RTS (\$150,000), Sewer (\$1,400,000), 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 <b>1.5% increase</b> from the fiscal year 2012 budget; this budget inclusive of the CPA supported debt is <b>\$11,288,276</b> or \$405,252 over the current year or <b>3.7% more.</b></p>								
<b>Expense Detail</b>								
Does this request include funding for salary or wage expense?					Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
If yes, does the current year budget include this expense?					Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
If the salary and wage expense funds a permanent position, indicate the FTE.						<input type="checkbox"/>		<input type="checkbox"/>
Description					Amount			
a.	Debt Within the Levy				3,231,127			
b.	Debt Excluded from Levy				7,507,149			
c.	Debt Community Preservation Act Levy				550,000			
d.								
e.								
f.								
<b>Total</b>					<b>11,288,276</b>			
<b>Spending Request Recap</b>								
Description		Base Request		Additional Request DSR4		Total		
Townwide		11,288,276				11,288,276		
Personnel								
Expense								
Operating Capital								
<b>Total</b>		<b>11,288,276</b>				<b>11,288,276</b>		
Special Financial Warrant Articles?					Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>

Limited Budget Submission LBS1								
Budget Title	Auto, Casualty, Liability, Property, and Self Insurance Program							
Type	Committee	<input type="checkbox"/>	Limited	<input type="checkbox"/>	Townwide	<input checked="" type="checkbox"/>		
<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 Newman School is scheduled to re-open in fiscal year 2013 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). FY2013 will be the first fiscal year in a number of years that all existing Town-owned buildings will be covered by the end of the fiscal year by the Town's policy and not that of a contractor who was doing renovation work on a Town building. However, just as in the last couple of years because of our loss control efforts which earn premium credits, the anticipate changes are expected to be offset and therefore the fiscal year 2013 request is level dollar.</p>								
<b>Expense Detail</b>								
Does this request include funding for salary or wage expense?					Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
If yes, does the current year budget include this expense?					Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
If the salary and wage expense funds a permanent position, indicate the FTE.						<input type="checkbox"/>		<input type="checkbox"/>
Description						Amount		
a.	Insurance Premiums, Expenses					490,000		
b.	Self-Insurance (Chapter 40 Section 13) and Small Claims Administration					35,000		
Total						<b>525,000</b>		
<b>Spending Request Recap</b>								
Description	Base Request	Additional Request DSR4		Total				
Townwide	525,000			525,000				
Total	525,000			525,000				
Special Financial Warrant Articles?					Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>

<b>Limited Budget Submission LBS1</b>								
<b>Budget Title</b>		<b>Classification, Performance, Settlements</b>						
Type	Committee	<input type="checkbox"/>	Limited	<input type="checkbox"/>	Townwide	<input checked="" type="checkbox"/>		
<b>Operational Considerations</b>								
<p>The Classification, Performance, Settlements line provides a reserve for funding personnel-related items as they occur during the fiscal year, as authorized by Town Meeting. Examples include performance-based increases for management employees in accordance with personnel policy, funding of collective bargaining agreements approved by Town Meeting, and funding for any changes to the classification and compensation plan.</p> <p>The original fiscal year 2012 appropriation for this line was \$202,000, none of which has been allocated to department budgets (as of 12.1.11). The Town has agreements in place for fiscal year 2013 with the Independent Town Workers' Association and the DPW employees. Moreover, the Board of Selectmen voted to approve a 2% increase for FY2013 for non-represented employees. All of the other general government units are not yet settled for FY2013, and the two police units are not settled for FY2012.</p>								
<b>Expense Detail</b>								
Does this request include funding for salary or wage expense?					Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
If yes, does the current year budget include this expense?					Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
If the salary and wage expense funds a permanent position, indicate the FTE.								
Description						Amount		
a.	Classification, Performance and Settlements					\$291,700		
b.								
c.								
d.								
e.								
f.								
<b>Total</b>						<b>\$291,700</b>		
<b>Spending Request Recap</b>								
Description	Base Request	Additional Request DSR4		Total				
Townwide	\$291,700			\$291,700				
Personnel								
Expense								
Operating Capital								
<b>Total</b>	<b>\$291,700</b>			<b>\$291,700</b>				
<b>Special Financial Warrant Articles?</b>					Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>

<b>Limited Budget Submission LBS1</b>								
Budget Title	Reserve Fund							
Type	Committee	<input type="checkbox"/>	Limited	<input type="checkbox"/>	Townwide	<input checked="" type="checkbox"/>		
<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>Looking at the past two years helps illustrate the function of the Reserve Fund. The Reserve Fund for FY 2011 was set at \$1,251,363 at the 2010 Annual Town Meeting. An article in the November 2010 Special Town Meeting Warrant increased the FY 2011 appropriation to \$1,534,363. Expenses for Snow and Ice removal in FY 2011 were significantly above average at \$1,189,507, requiring a reserve fund transfer of \$989,507. Also in FY 2011, approximately \$170,000 was transferred from the reserve fund to cover legal costs for additional casework including litigation relating to a claim at the Massachusetts Department of Environmental Protection relating to the draining of Rosemary Lake.</p> <p>The appropriation for the FY 2012 Reserve Fund was \$1,059,763. An article in the November 2011 Special Town Meeting Warrant increased the FY 2012 appropriation to \$1,166,524. To date \$90,000 has been transferred or requested from the FY 2012 Reserve Fund budget. Transfers totaling \$65,000 were needed for the Department of Public Facilities to address parking lot accessibility issues at the Pollard School so that it could re-open on time in September, and to wrap up and finalize the project. A transfer of \$25,000 to the Municipal Parking Program allowed the Town to secure the option to purchase a parcel of property expected to increase the availability of parking in the business districts.</p> <p>The Reserve Fund request for FY 2013 is \$1,333,364. The FY 2013 reserve fund request is calculated as 1.4% of the projected operating budget. The projected operating budget was in turn based on the FY 2012 actual budget, adjusted to remove budget items that are predicable and thus do not draw on the reserve fund. The Finance Committee believes that \$1,333,364 is a fiscally prudent amount given uncertainties surrounding the costs of snow and ice removal, pending legal matters, and approved Town construction projects.</p>								
<b>Expense Detail</b>								
Does this request include funding for salary or wage expense?					Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
If yes, does the current year budget include this expense?					Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
If the salary and wage expense funds a permanent position, indicate the FTE.								
Description						Amount		
a.	Townwide extraordinary or unforeseen expenses					1,333,364		
b.								
c.								
d.								
e.								
f.								
<b>Total</b>						<b>1,333,364</b>		

Limited Budget Submission LBS1								
Budget Title		Reserve Fund						
Type	Committee	<input type="checkbox"/>	Limited	<input type="checkbox"/>	Townwide	<input checked="" type="checkbox"/>		
Spending Request Recap								
Description	Base Request	Additional Request DSR4		Total				
Townwide	[1,333,364 ]	<input type="checkbox"/>		[1,333,364 ]				
Personnel	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>				
Expense	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>				
Operating Capital	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>				
Total	[1,333,364 ]	<input type="checkbox"/>		[1,333,364 ]				
Special Financial Warrant Articles?					Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>

<b>Department Information</b>	
<b>DSR1</b>	
<b>Department</b>	<b>Office of the Town Manager / Board of Selectmen</b>
<b>Operational Considerations</b>	
<p>The Town Manager/Board of Selectmen budget includes funding for Board of Selectmen, the Office of the Town Manager, and the Human Resources Department. The Board of Selectmen appoints a Town Manager who is responsible for the administration of the day-to-day operation of the Town. The Assistant Town Manager/Operations supervises the Town's Planning and Community Development, Building Inspection, Health and Human Services, and Human Resources functions.</p>	
<p><u>Operational Changes in FY2012</u> Beginning in May, 2011, the Board of Selectmen/Town Manager's Office assumed responsibility for the processing of passports. This function was previously performed by the Office of the Town Clerk. The U.S. Department of State has determined that any office that issues birth records may not process passports.</p>	
<p><u>FY2013 Budget Summary</u> The FY2013 budget submission is 3% higher than the FY2012 appropriation before accounting for transfers from the Classification, Performance and Settlements line to fund performance increases in FY2012 and the mid-year, 1% increase for non-represented employees and those in the ITWA bargaining unit at the time of transition to the Rate Saver health insurance plans on January 1, 2012. The FY2013 budget request includes a base wage increase of 2% for non-represented employees and members of the ITWA bargaining unit. There is no proposed net increase in the expense line items, although several lines have been reallocated to account for spending trends, as follows:</p> <ul style="list-style-type: none"> <li>The Professional and Technical line item for Town Clerk's record binding has increased by \$300;</li> <li>The Professional and Technical General Consulting line item has been reduced by (\$50);</li> <li>The Communications Local and Long distance line has increased by \$313;</li> <li>The Communications Wireless line has been reduced by (\$313);</li> <li>The Town Report Printing and Town Clerks Records line has been reduced by (\$300);</li> <li>The Other Supplies and Expenses category has been reduced by (\$300);</li> <li>The Travel and Mileage line has been increased by \$300;</li> <li>The Dues and Subscriptions line has been increased by \$50;</li> </ul> <p>Net change: \$0.</p>	
<p><u>Roles and Responsibilities</u> 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 Town Boards and Committees under its jurisdiction, convening the Annual Town Meeting in May and any Special Town Meetings that may be required, preparing the Warrant (listing of Articles) for Town Meeting consideration; licensing all food and liquor establishments and transportation companies, and approving certain appointments recommended by the Town Manager.</p> <p>The Town Manager is the chief executive officer of the Town, and is responsible for functions such as 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 in cooperation with the</p>	

**Department Information  
DSR1**

**Department** | **Office of the Town Manager / Board of Selectmen**

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, and serving as chief fiscal officer of the Town, preparing and recommending a Proposed Annual Operating Budget and Capital Improvement Plan.

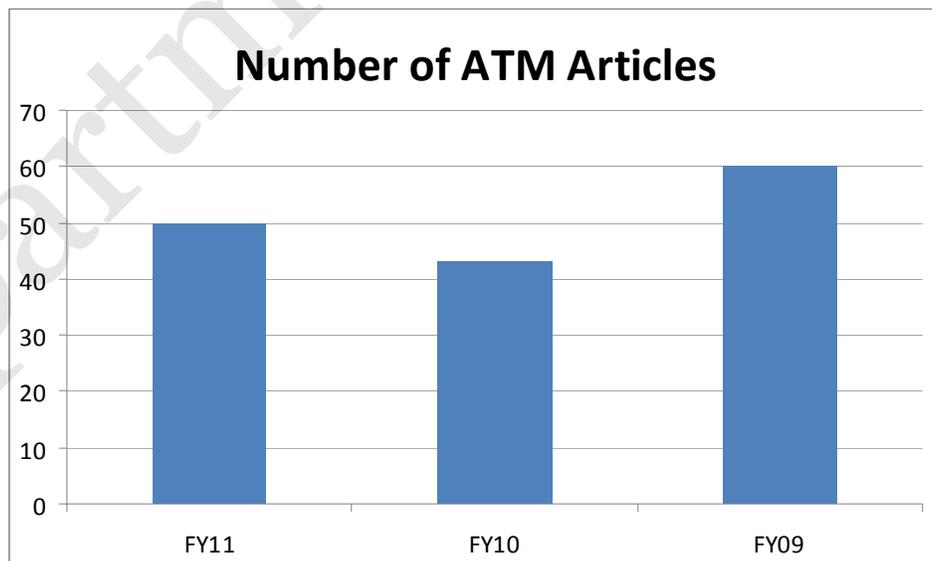
**Performance Factors**

The Department has established performance measures to track output, effectiveness and efficiency:

Efficiency Measure: Number of Days from Meeting to Approval of Minutes

<b>Board of Selectmen # Days from Meeting Date to 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	22	6	0	1

Output Measure: Number of Articles in the Annual Town Meeting Warrant

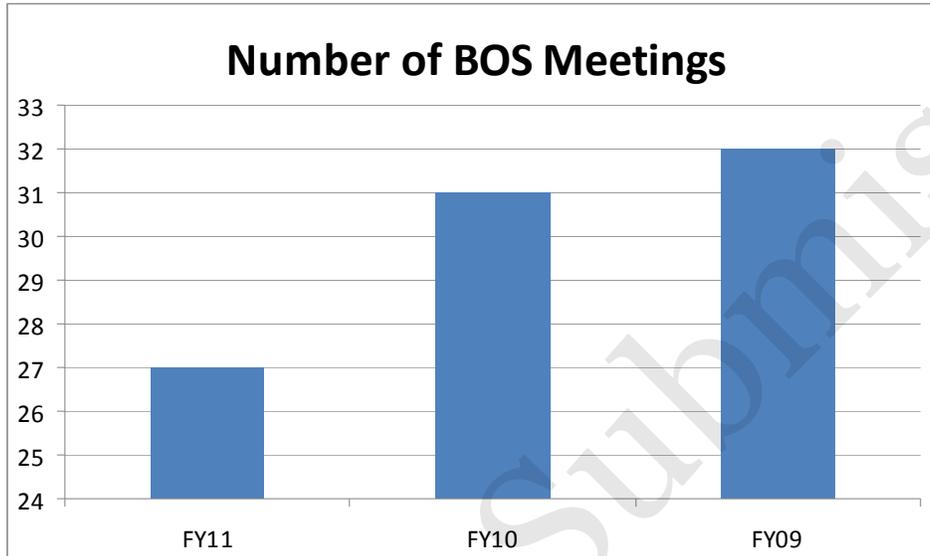


**Department Information  
DSR1**

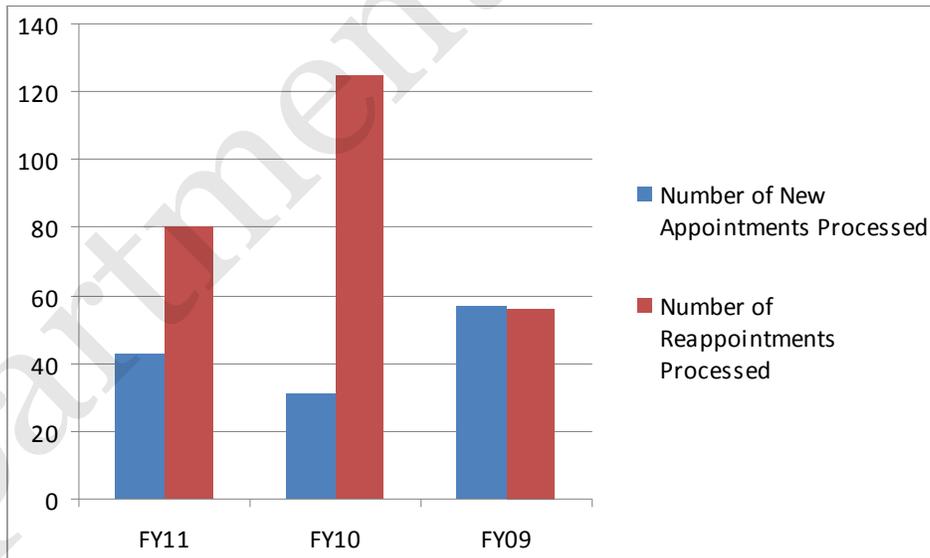
**Department**

**Office of the Town Manager / Board of Selectmen**

Output Measure: Number of Selectmen's Meetings



Output Measure: Number of Appointments

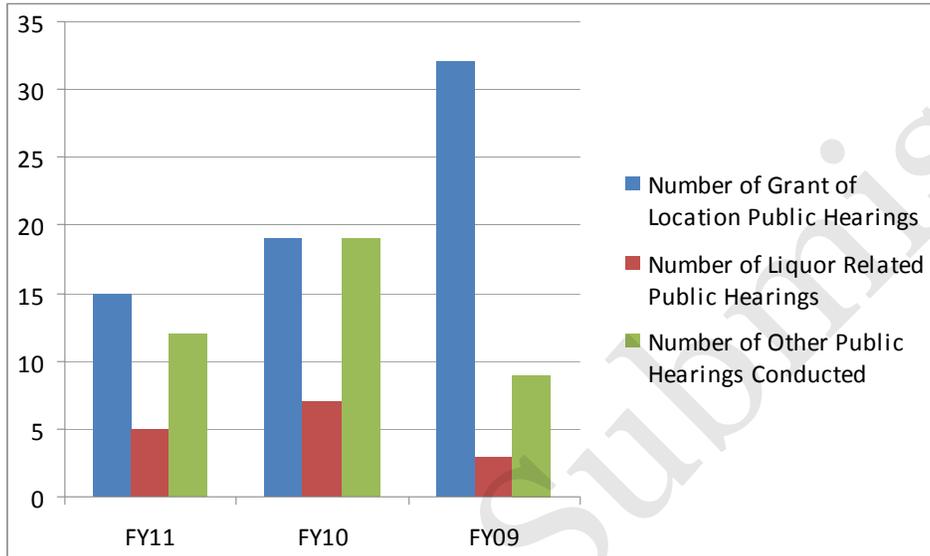


**Department Information  
DSR1**

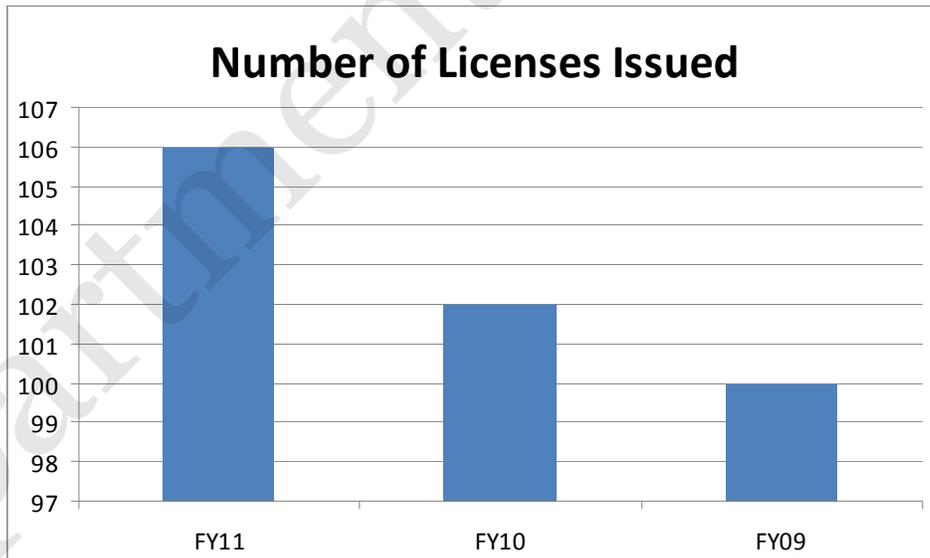
**Department**

**Office of the Town Manager / Board of Selectmen**

Output Measure: Number of Public Hearings



Output Measure: Number of Licenses Issued



**Department Information  
DSR1**

**Department** | **Office of the Town Manager / Board of Selectmen**

Effectiveness Measure: Growth in General Government/Town Budget

	<b>FY11</b>	<b>FY10</b>	<b>FY09</b>
Final Operating Budget Total	\$110,084,279	\$105,634,966	\$100,939,012
Operating Budget Growth	\$4,449,313	\$4,695,954	\$4,431,620
% Operating Budget Growth	4.2%	4.7%	4.6%
General Government Budget	\$31,455,869	\$31,346,778	\$29,933,924
General Government Operating Budget Growth	\$109,091	\$1,412,854	\$1,655,273
<b>% Operating Budget Growth</b>	<b>0.3%</b>	<b>4.7%</b>	<b>5.9%</b>

Effectiveness Measure: Citizen Satisfaction

<b>Citizen Satisfaction</b>		
	2008	2010
Number of residents who rate the overall quality of life in Needham as Excellent or Good	91%	96%
Number of residents who rate their neighborhood as a place to live as Excellent or Good	89%	94%
Number of residents who rate Needham as a place to live as Excellent or Good	96%	98%
Number of residents who rate the overall image or reputation of Needham as Excellent or Good	89%	91%
Number of residents who rate the quality of services provided by the Town as Excellent or Good	85%	89%

In addition, the Department intends to track the following in FY2013: employment applications received (output), positions filled (output), turnover rate (effectiveness), and ratio of HR staff to 100 employees (efficiency).

Goals and Objectives

The Board of Selectmen and Town Manager developed the following goals for fiscal year 2012 – several of the goals will be multi-year efforts:

1. Maximize the use of Town buildings and ensure that Town and school services are housed in buildings that provide suitable and effective environments.
  - a. Ensure construction of a new Senior Center beginning in 2012
  - b. Participate in a plan for the renovation /reconstruction of the Hillside, Mitchell and Pollard Schools
  - c. Evaluate the condition and potential re-use, lease or sale of the Emery Grover Building
  - d. Evaluate the condition and potential re-use or lease of the Ridge Hill buildings

Department Information DSR1	
Department	Office of the Town Manager / Board of Selectmen
<p>2. Continue efforts to maintain and improve the vitality and economic success of Needham Center.</p> <ul style="list-style-type: none"> <li>a. Participate in further review of Needham Center Zoning</li> <li>b. Expand the amount and accessibility of surface parking in Needham Center</li> <li>c. Improve the Needham Center streetscape and infrastructure</li> <li>d. Evaluate and determine ways in which Powers Hall should be used to enhance Needham Center consistent with the operational requirements of Town government</li> <li>e. Evaluate and, if warranted, make recommendations to Town Meeting and the voters regarding the retail sale of alcoholic beverages in Needham</li> </ul> <p>3. Increase Needham's economic base through the development of the NEBC.</p> <ul style="list-style-type: none"> <li>a. Improve the streetscape and amend the dimensional requirements of the NEBC</li> <li>b. Participate in evaluating options for further zoning revisions to improve the NEBC</li> <li>c. Complete the preferred renovation of Highland Avenue from Webster Street to the Charles River (State highway)</li> <li>d. Monitor implications of the add-a-lane project and assure that Needham's interests are addressed in the final design</li> <li>e. Work to develop a consensus with Newton regarding transportation options along the Highland Avenue/Needham Street corridor</li> </ul> <p>4. Continue working toward energy efficient and environmentally sound operations for both the Town and its residents and businesses.</p> <ul style="list-style-type: none"> <li>a. Evaluate participation in the Green Communities Program</li> <li>b. Develop a plan for further improving energy efficiency in all Town buildings</li> <li>c. Develop a policy for purchasing fuel efficient vehicles</li> <li>d. Evaluate the generation of power through alternative or renewable energy sources</li> </ul> <p>5. Maintain and develop amenities that contribute to the desirability of Needham as a place to live and work.</p> <ul style="list-style-type: none"> <li>a. Replace Greene's Field play structure</li> <li>b. Determine the feasibility of, and, if feasible, develop a proposal for a recreational rail trail from Needham Junction to the Dover line</li> <li>c. Evaluate the future of Rosemary Pool and its site, in cooperation with the Park and Recreation Commission.</li> </ul> <p>6. Maintain and enhance the Town's Financial Sustainability</p> <ul style="list-style-type: none"> <li>a. Continue following successful financial policies and when necessary develop additional policies to enhance the financial sustainability of Needham</li> <li>b. Continue to implement current financial reserve policies</li> </ul>	

Department Information DSR1			
Department		Office of the Town Manager / Board of Selectmen	
<p>7. Evaluate the current role of the Board of Selectmen and determine if appropriate changes are necessary with respect to:</p> <p style="margin-left: 40px;">a. The Town's budget process</p> <p style="margin-left: 40px;">b. Other areas to be determined</p>			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total
Personnel	\$670,928		\$670,928
Expenses	\$156,433		\$156,433
Operating Capital			
	\$827,361		\$827,361
Special Financial Warrant Articles?		YES	<input checked="" type="checkbox"/> NO <input type="checkbox"/>

Department Expenditure Detail DSR2										
Department				Office of the Town Manager/Board of Selectmen						
Object				Description				Amount		
DSR2A										
Personnel	FY 2011			FY 2012			FY2013			
	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 2 (see below)?							Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
1. Salary and Wage Permanent Positions.										
a. Regular Salary and Wage Sub Total									652,298	
b. Other Salary and Wage Sub Total									3,600	
							Sub Total 1		655,898	
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a. Recording Secretary/BOS									3,060	
b. Town Meeting Workers/TMTR									5,000	
c.										
d.										
e.										
f.										
							Sub Total 2		8,060	
3. Salary and Wage Overtime (Itemized Below)										
a. OT/HR									350	
b. OT/TM									350	
c.										
d.										
e.										
f.										
							Sub Total 3		700	
4. Other Salary and Wage Expenses - (Itemized Below)										
a. Payment in Lieu of Vacation									4,270	
b. Tuition Reimbursement									2,000	
c.										
d.										
e.										
f.										
							Sub Total 4		6,270	
5. Total Salary and Wages (1+2+3+4)									670,928	
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 (1,300)				42,100		

Department Expenditure Detail DSR2		
Department	Office of the Town Manager/Board of Selectmen	
Object	Description	Amount
	Performance Needham/TM/ATM (12,000) Consulting/TM/ATM (5,000) Professional Development/TM/ATM (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 (47,313) Postage, Printing for Election and Town Meeting/TMTR (9,000) Printing Town Report and Town Clerk Records/TMTR (7,000) Advertising, Printing & Postage/HR (16,220) Advertising (800), Postage (1,500), Wireless Communications (1,600) and Printing/TM/ATM (1,800)	85,233
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/TM/ATM (300)	300
Governmental Charges		
Travel & Mileage	Travel MMA, MMMA, ICMA/TM (3,700) Travel/BOS (100); Travel/HR (250)	4,050
Dues & Subscriptions	HR (250); MMA, Suburban Coalition, Norfolk County Selectmen/BOS (8,200); ICMA, MMA/TM (2,600)	11,050
<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>827,361</b>

Department Information DSR1	
Department	Town Clerk & Board of Registrars
Operational Considerations	
<b><u>TOWN Clerk/Board of Registrars:</u></b>	
<p>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. FY2013 has three scheduled elections – the State Primary on Tuesday, September 18, 2012 (possibly to be re-scheduled), the State Election on Tuesday, November 6, 2012, and the Annual Town Election on Tuesday, April 9, 2013. Fiscal Year 2012 had only two scheduled elections which account for the increase to the FY2013 budget.</p> <p>The combined Town Clerk/Board of Registrars budget shows an overall increase of \$24,173 for Fiscal Year 2013. This reflects an increase in salary costs for 80 election workers, election programming, supplies and postage costs for absentee ballots. And the quantity of absentee ballots for the State Election in which the U.S. President is to be elected is far greater than any other election. It is also 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 increase in salaries of \$16,911 represents the costs of \$11,100 for 80 election workers for the additional election. The balance of \$5,811 includes various step increases, longevity, and other assumed growth.</p> <p>Total Salaries FY13 budget increase: <span style="float: right;">\$16,911</span></p> <p>Purchase of Service &amp; Expenses: A total increase of \$7,262 represents the following increases:</p> <ol style="list-style-type: none"> <li>1. Town Clerk – Professional/Technical - Increase in cost of binding vitals = +\$240</li> <li>2. Town Clerk – Office Supplies - increase in cost of election supplies = +\$225</li> <li>3. Bd. Of Reg. – Professional/Technical – Increase in Maintenance costs For 11 Accuvote Voting Machines = +\$220</li> <li>4. Bd. of Reg. – Professional/Technical – Increase in programming costs For additional Election + ES&amp;S = +\$4300</li> <li>5. Bd. Of Reg. – Professional/Technical – Increase in 1 additional Warrant = +\$125</li> <li>6. Bd. Of Reg. - Professional/Technical – Increase in postage costs for Absentee ballots + Presidential = + \$1537</li> <li>7. Bd. Of Reg. – Office Supplies – increase in election supplies = +\$190</li> <li>8. Bd. Of Reg. – Food &amp; Service – Food Service for 1 Additional Election = <u>+\$425</u></li> </ol> <p>Total Purchase of Service/Expense FY13 budget increase: <span style="float: right;">\$7,262</span></p> <p>Total FY13 Budget Increase: <span style="float: right;">\$24,173</span></p> <p><b>The total Town Clerk/Board of Registrars Budget for FY13 = \$341,853 representing a total increase of \$24,173 over FY 2012. In comparison, the total Town Clerk/Board of Registrars Budget for FY2012 = \$317,680 representing a decrease of \$3,898 over FY 2011 which was \$321,578.</b></p>	

**Department Information  
DSR1**

<b>Department</b>	<b>Town Clerk &amp; Board of Registrars</b>
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**Performance Factors**

**Town Clerk/Board of Registrars**

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 an average of 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, dog licensing, and mailing second notices 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 & Game licenses, Storage of Flammables registrations, business certificates, raffle/auction permits, and licenses issued by the Board of Selectmen. The office receives and records Board of Appeals and Planning Board applications and certifies the same upon the satisfactory completion of the appeal period. The office administers and maintains the town's vital records and issues close to 5,000 certified copies of birth, marriage, and death records annually. The staff continues to serve as commissioners to qualify oath of office for state commissions and served as agents to process passports up until May 1, 2011 at which time the U. S Department of State determined that any office that issues birth records may no longer serve as passport agents. The Town Manager's Office has taken on this process in order to avoid loss of revenue. With three elections scheduled for Fiscal Year 2013 including the presidential election, the Town Clerk/Board of Registrars' Office will continue to be a busy place.

**WHAT'S NEW?**

- ✚ Ethics, Opening Meeting Law, Conflict of interest and training begin the second round. All employees, staff, members of committees and boards are required to take the online training every two years. The second year begins in December, 2011 and we will work to provide everyone with the required information.
- ✚ Federal census/Redistricting - Upon completion of the 2010 Federal Census, all precincts lines were redrawn. This means that our Town Meeting Members must all run for election or re-election on April 10, 2012. Those candidates with the top one-third votes will receive the three-year term; those with the second one-third votes will receive the two-year term; and those with the third one-third votes will receive the one-year term.
- ✚ Vitals electronic birth program continues to expand and the death program will begin soon. Programming for the electronic death program is underway and is anticipated to begin in January, 2013 with the "marriage" program to follow shortly thereafter. Once all programs are online, Massachusetts will have a statewide electronic vitals program and be in compliance with the federal regulations.
- ✚ Records management of newly refurbished Town Hall basement vault – We are developing a spreadsheet to keep a record of all inventories to be stored in the basement vault as well as the two additional storage areas behind the basement vault. This will help us to have a itemized list of permanent records and aid in the disposition of records according to each individual disposition schedule.
- ✚ No more Processing Passports - As noted above, the Town Clerk's Office staff served as

**Department Information  
DSR1**

<b>Department</b>	<b>Town Clerk &amp; Board of Registrars</b>
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agents to process passports up until May 1, 2011 at which time the U. S Department of State determined that any office that issues birth records may no longer serve as passport agents. The Town Manager's Office has taken on this process in order to avoid loss of revenue.

- ✚ No more Fish & Game – Beginning with in 2012, all Fish & Game licenses will be purchased online. The vendor for Mass Wildlife will swipe each municipality's checking account weekly to retrieve their fees. My understanding is that Treasurer's do not permit an outside vendor to go into the town's account and that in some cases it is not permitted by law. Thus the Town Clerk's Officer will no longer be issuing Fish & Game licenses as of January, 2012. We will,, however, assist our residents with online sales using their credit card.

FY2011 revenue totaled **\$241,064** compared with FY2010 revenue of **\$240,555**. This represents a minimal increase of 1.002% as opposed to the 1.14% increase of FY2010 over FY2009. The following are total revenues by category for Fiscal Years 2008 - 2011:

	<b>FY2011</b>	<b>FY2010</b>	<b>FY2009</b>	<b>FY2008</b>
<b>Liquor Licenses:</b>	\$70,095.	\$84,470	\$58,130	\$69,580
<b>Other Licenses:</b>	\$21,192	\$20,662	\$19,857	\$20,255
<b>Dog Licenses:</b>	\$30,089	\$27,840	\$28,282	\$27,044
<b>* Fish &amp; Game (paid to town):</b>	\$142	\$210	\$241	\$236
<b>Fish &amp; Game (paid to state):</b>	\$2,488	\$4,007	\$4,583	\$4,559

(\* Municipal clerks have the option of selling or not selling Fish & Game licenses. The revenue brought into the town has been decreasing yearly. Beginning with the 2012 licenses, Fish & Wildlife will be selling licenses online as stated above. We will no longer continue to sell Fish & Game licenses. As you can see, revenue from this area has been decreasing yearly to a ridiculous amount of \$142.)

<b>General Fees:</b>	\$113,498	\$97,817	\$95,551	\$96,054
<b>** Passports:</b>	\$3,650	\$5,550	\$4,350	\$7,805
<b>Fees from Sec. of State:</b>	0	0	0	0
<b>Gross Revenue Per Year:</b>	<b>\$241,061.</b>	<b>\$240,555.</b>	<b>\$219,994</b>	<b>\$225,533.</b>

(\*\* The figure of \$3,650 for Fiscal Year 2012 represents the first 10 months. As of May, 2011, Town Clerk's Offices that also issue birth records are no longer permitted to process passports.)

- ✚ Preservation of old town records continues and we are hoping to complete one volume in the fall of 2011 and one in the fall of 2012. We are in the process of catching up after our moved back to the center of town. To date we have restored twenty-six volumes.

- ✚ 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 2011 Town Clerk's Records were added to the program and we plan to continue this method of record management.

- ✚ 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 vital records. We hope to categorize these

**Department Information  
DSR1**

<b>Department</b>	<b>Town Clerk &amp; Board of Registrars</b>
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records and eventually have them bound along with our other bound records.

**Board of Registrars:**

The Help America Vote Act (HAVA) passed by the federal government in 2004, continues to implement voting changes. Several new regulations currently in effect includes the voter ID requirement for new voters registering to vote after January 1, 2003, provisional ballots for 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 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.

**WHAT'S NEW?**

- ✚ 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 could 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. I have not heard one compliant about the privacy issue. Please note that this method was granted to the Commonwealth of Massachusetts in an effort to comply with the federal government on a temporary basis. We will see what comes next!
- ✚ 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 with four more units to be purchased in the fall of 2011 and 4 additional units on order for the Fall of 2011 and 4 additional units for FY2013. 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.

Department Information DSR1				
<b>Department</b>		<b>Town Clerk &amp; Board of Registrars</b>		
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.				
Description	Base Request DSR2	Additional Request DSR4	Total	
Personnel	\$296,301.		\$296,301.	
Expenses	\$45,552.		\$45,551.	
Operating Capital	0		0	
<b>Total Operating Request</b>	<b>\$341,853.</b>		<b>\$341,853</b>	
Special Financial Warrant Articles?		YES		NO X

Department Expenditure Detail DSR2									
Department				Town Clerk/Board of Registrars					
Object				Description				Amount	
DSR2A									
Personnel	FY 2011			FY 2012			FY2013		
	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 2 (see below)?							Yes	No	x
1. Salary and Wage Permanent Positions.									
a. Regular Salary and Wage Sub Total							257,336		
b. Other Salary and Wage Sub Total									
Sub Total 1							\$257,336		
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a. 80 Election workers per election (3 elections in FY13)									
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, custodians = \$1200, Census follow-up = \$1,000 = \$2,200									
f. \$11,100 x 3 = \$33,300							33,300		
Sub Total 2							\$33,300		
3. Salary and Wage Overtime (Itemized Below)									
a. Miscellaneous Overtime							3,000		
b.									
c.									
d.									
e.									
f.									
Sub Total 3							\$3,000		
4. Other Salary and Wage Expenses - (Itemized Below)									
a. Board of Registrars Stipend for Town Clerk (\$1,000)							1,000		
b. Board of Registrars \$545 x 3 = \$1635)							1,635		
c.									
d.									
e.									
f.									
Sub Total 4							\$2,635		
5. Total Salary and Wages (1+2+3+4)							<b>\$296,301</b>		
DSR2B									
Object				Description				Amount	
Energy								-	
Repairs & Maintenance Services				4 Typewriters = \$450, 1 time clock @ \$175, 11 Accuvote Machines @ \$220 = \$2420				3,045	
Rental & Leases				Iron Mountain Storage - \$440, P. O. Box 920663 = = \$75v				\$525	

<b>Department Expenditure Detail DSR2</b>		
<b>Department</b>	<b>Town Clerk/Board of Registrars</b>	
Object	Description	Amount
Other Property Related Services		
Professional & Technical Services	Binding Vitals (6 x \$290) - \$1740, Record Restoration - \$1200 = \$2940; Program/Print ballots (3 Elections) ATE \$6,200 + ES&S - \$2700, St. Primary - \$2500, St. Election - \$1300, = \$12,700	\$15,640
Communications	Postage @ \$.44 TC Misc. - \$1700, Printing letterhead, misc., A.G. By- Law approvals \$400, Wireless monthly fee (\$45 x 12 = \$540) = \$2640; Printing 2012 Street List \$2800, Census forms/envelopes \$1200, Confirmation Notices (1000 x .28 x 2 = \$560), Misc. \$200, Absentee ballots 500 x 2 Elections = \$1,000 St. Election - \$1700 = \$2700 x \$.81 = \$2,187.	\$16,002
Recreational & Cultural Services		-
Other Purchased Services	Dog Tags, Licenses	\$550
Office Supplies	Misc. Supplies \$1,000, Election Supplies (3) \$675. Misc. Supplies \$1,000, Election Supplies (2) \$200	\$3,075
Building & Equipment Supplies		-
Custodial Supplies		-
Grounds Keeping Supplies		-
Vehicular Supplies		-
Food and Service Supplies	Food Supplies for 3 elections \$375 x 3	\$1,125
Medical Supplies		-
Public Works Supplies		-
Other Supplies & Equipment	Voting Booths (4-4 Unit booths)	\$2,640-
Governmental Charges	Town Clerk Annual Bond	\$100
Travel & Mileage	In-State: 3 MTCA Conferences \$1,000 Tri County (2 dinner Mtgs. - \$200). Out-of-State: NEACTC \$350, Salve \$900.	\$2,450
Dues & Subscriptions	Intl \$175, NEACTC \$25, MTCA \$150, Tri-County \$25	\$400
<b>6. Total Expenses</b>		<b>\$45,552</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>\$341,853</b>

Limited Budget Submission LBS1								
Budget Title		Town Counsel						
Type	Committee		Limited	X	Townwide			
Operational Considerations								
Provides legal services to Town, including outside counsel. Attends Selectmen's and Town Meetings. Represents Town in the courts and before administrative agencies. Drafts and reviews contracts, by-laws and regulations.								
Expense Detail								
Does this request include funding for salary or wage expense?					Yes	<input checked="" type="checkbox"/>	No	
If yes, does the current year budget include this expense?					Yes	<input checked="" type="checkbox"/>	No	
If the salary and wage expense funds a permanent position, indicate the FTE.					1/4			
Description						Amount		
a.	Town Counsel Retainer Salary					70,039		
b.	Professional and Technical Services Legal Services, Labor Counsel, Special Counsel Fees, Expert Witness, etc					226,500		
c.	Dues and Subscriptions					3,500		
d.								
e.								
f.								
Total						<b>300,039</b>		
Spending Request Recap								
Description	Base Request	Additional Request DSR4		Total				
Townwide								
Personnel	70,039			70,039				
Expense	230,000			230,000				
Operating Capital								
Total	300,039			300,039				
Special Financial Warrant Articles?					Yes		No	X

<b>Limited Budget Submission LBS1</b>									
<b>Budget Title</b>		<b>Personnel Board</b>							
Type	Committee	<input checked="" type="checkbox"/>	Limited	<input type="checkbox"/>	Townwide	<input type="checkbox"/>			
<b>Operational Considerations</b>									
<p>The Personnel Board is established under M.G.L. c. 41 § 108A &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, the Town Manager, and Town Meeting; receiving copies of articles related to the human resources systems that are inserted into the warrant for Annual or Special Town Meetings; and reporting and making recommendations to the Town Meeting with regard to such articles. The Human Resources Department also consults with the Town Manager, the Board of Selectmen, Personnel Board, and the Finance Committee on motions that are proposed to appropriate funds for cost items of collective bargaining agreements</p>									
<b>Expense Detail</b>									
Does this request include funding for salary or wage expense?					Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>	<input type="checkbox"/>
If yes, does the current year budget include this expense?					Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>	<input type="checkbox"/>
If the salary and wage expense funds a permanent position, indicate the FTE.									
<b>Description</b>							<b>Amount</b>		
a.	Recording Secretary for Committee Meetings						600		
b.	Professional and Technical Services: A classification and compensation study provided by an outside consultant						11,000		
c.									
d.									
e.									
f.									
<b>Total</b>							<b>11,600</b>		
<b>Spending Request Recap</b>									
Description	Base Request	Additional Request DSR4		Total					
Townwide	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>					
Personnel	600	<input type="checkbox"/>		600					
Expense	11,000	<input type="checkbox"/>		11,000					
Operating Capital	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>					
<b>Total</b>	11,600	<input type="checkbox"/>		11,600					
<b>Special Financial Warrant Articles?</b>					Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>	

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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; and assist departments with their reporting and submission requirements. It is our responsibility to accurately calculate property valuations 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 municipal parking operations with other departments and agencies, and is the office that handles all 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>The Department is responsible for the oversight of fiscal management functions, establishment of accounting policies and practices and publication of official financial reports. With virtually no exceptions, expenditures made by any department within fiscal year cannot exceed the appropriation authorized by Town Meeting. In limited cases, such as debt service where the Town is required to pay debt service regardless of the amount of the annual appropriation, or snow and ice removal expenses, provided that the current year appropriation is at least the same dollar amount or more as the previous year’s appropriation, spending may not exceed what is appropriated by Town Meeting.</p> <p>The Finance Department also develops, explains, and puts in force internal controls. The Assistant Town Manager/Director of Finance in conjunction with the Town Accountant, Treasurer/Collector, and others establish fiscal internal control policies and procedures in accordance with state finance law. These policies require all departments to develop and maintain an internal control plan. All departments, boards, and committees (except the School Committee) are required to adhere to such policies and procedures.</p> <p>Any unaccounted-for variances, losses, shortages or thefts of funds or property must be reported to the Assistant Town Manager/Director of Finance, who is authorized to investigate and recommend corrective action.</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>The <b>FY13 base budget submission</b> is \$2,221,615 which is a change of <b>\$56,754 (2.6%)</b> over</p>	

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the current budget. The department has not submitted any DSR4 requests for FY13. Although there are obvious percent changes with individual line items 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. Below is a summary of the changes.

**Salary and Wages:**

The fiscal year 2013 budget submission is **\$51,864** higher than the current budget of \$1,385,756, an increase of 3.7% before accounting for the pending transfers from the Classification, Performance and Settlements budget line by the Town Manager to reflect the approval of the recent collective bargaining agreement, and adjustments to manager and non-representative employees' wages.

This request does not increase the number of benefit eligible positions, nor has there been a material change in the FTE count for FY13, but the department has made some changes to its operation that has reduced the number of full time positions from 21 to 20, and increased the number of permanent part-time positions from 2 to 4. These changes are a result of restructuring and shifting some assignments within the accounting, collections, and treasury functions.

After multiple tries, the trial of having a single full-time swing position between the accounting and collector's offices was not as successful as was hoped. The goal was to have a single full-time position that would attract an individual who could be trained in both service areas to be able to provide coverage in either office during times of peak workloads in the two offices. The thought was that with a full-time benefit-eligible position the Town could attract and be able to keep an individual in the position for a much longer period of time than a part-time employee would stay, hence reducing the amount time and investment in training new staff. The nature of the work to be done, and skills sets necessary between the two functions were a greater impediment for an individual to become accustomed than we had predicted. We have returned to the use of two part-time positions, one in accounting and one in the collector's office. Neither position is benefit-eligible. Another change that is to take effect with the return to Town Hall is that one part-time position will be assigned to the mail and operations area in the lower-level of Town Hall, effectively moving the position from the Treasurer/Collector's office, but the individual will continue with many of the duties that were done in the office and will assume responsibility for parking meter coin processing. The individual will work in combination with an ITC staff person to also do the daily processing of mail and receiving activity for the Town Hall.

There is a 1% adjustment to the wages and salaries for many employees in the department which is effective January 1, 2012. This change is related to the conversion of the Town's new higher co-pay health insurance offerings, known as Rate Saver plans. The FY13 request reflects the annualized impact of the 1% change. The current budget does not reflect the expected transfer for FY12 of the 1% change or effectively a ½% budget increase for the individual positions. The budget request includes step and longevity increases for the fourteen (14) employees who are members of the ITWA unit based on the union contract that runs through June 30, 2014. There is a 2% cost of living allowance for FY13. 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 that were approved by the Personnel Board and subsequently by the Board of Selectmen at its April 5, 2011 meeting. Merit pay increases for managers, if any, for FY13 would be funded through the salary reserve funded by Town Meeting. We have further reduced the overtime allowance from FY12 for ITC from

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\$6,000 to \$5,000. We also reduced the overtime allowance for the collector and treasurer functions from \$2,000 to \$1,350 which we anticipate that due to the changes in staff assignments and the return to four filled part-time positions the likelihood of overtime will be reduced. However, the accounting division overtime funding has been increased from \$500 to \$1,000. The overtime expense has been increasing due to vacancies, and increased accounting and regulatory compliance issues which require more time to complete. The overtime allowance for the assessing division has been level funded at \$500.

**Services, Supplies, and other Expenses:**

The fiscal year 2013 submission of \$746,495 is **\$4,890** higher than the current appropriation or an increase of less than 1%. The department overall continues to hold 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 to reallocation of certain budget lines to cover higher expenses in other budget expense lines.

**Department Budget Reductions from FY12**

- **Repairs and Maintenance** by \$8,880 or 40%
- **Communications** by \$7,800 or 6%. Even though postal rates will increase in 2012, with the adoption of the small business personal property exemption by Town the number of personal property tax bills that need to be mailed has declined (by 479) which should offset the impact of the increase. The Town will be going out to bid soon for mailing and processing services for it larger billings which also is anticipated to help hold this line down for FY13.
- **Office Supplies** by \$100 or 1%
- **Other Expenses** by \$1,000 or 100% this reflects an accounting change that transferred the line that the state required treasurer and collector surety bonds expenses are recorded. This expense is now carried under Other Purchase of Services.

**Department Budget Increases from FY12**

- **Rental and Leases** by \$13,305 or 5% 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 have been moving to a financial model which places more importance on license and support service fees rather than on the actual purchase of the software. 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 virtualization is some units use less energy.
- **Professional & Technical** by \$2,515 or 1%
- **Other Purchased Services** by \$6,200 or 20%, this increase is reflective of the transfer of the surety bonds from other expenses as well as an increase in the annual premium. This line also pays the collection service fees for ambulance billing. The number of bills requiring further collection efforts have increased and new regulatory changes are expected both which will increase this expense.
- **Other Supplies & Equipment** by \$450 or 1%, reflective of the increased cost of supplies used by the department and provided to other departments. These supplies include items such as toner, ink cartridges, replacement parts for computers, collection supplies, and forms.
- **Government Charges** by \$200 or 400% is the expected increase that is related to CAMA fees charged to the Assessing division to use the State's appraisal system.

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**Operational Capital:**

The FY13 base submission of \$37,500 is level funded for the fourth year in a row. These funds provide for the purchase of replacement PCs, low end data servers, and larger laser printers. There is a 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.

**Divisional Activities**

**Accounting:** The Town Accountant maintains the Town’s financial records in accordance with the Uniform Massachusetts Accounting System (UMAS). The office relies upon the enterprise-wide financial software applications from SunGard Public Sector. This centralized accounting system is used by all departments including the Needham Public Schools. The system provides a ledger-based system of revenue and expenditure accounts enabling the Town Accountant to control obligations and expenditures and to ensure that appropriations are not exceeded. The system also tracks receivables, payables, fixed assets, and other accounting processes. The Town Accountant reviews procedures governing transactions in the accounting systems and makes recommendations to the Assistant Town Manager/Director of Finance.

The office also ensures that expenditure controls are in place. Most all obligations are identified through purchase orders, contracts, and other commitments and the monies are required to be recorded as encumbrances. Once encumbered, these funds are not available to support other spending commitments. Departments may use the accounting system to determine, at any given time, the amount of their appropriations that are available for other commitments.

**Assessing:** The primary function of the Assessors office this year will once again be one of keeping tabs on the sales and economic activity that took place in calendar year 2011, reflecting any changes indicated by market data gathered, to make adjustments as needed to Residential and Commercial properties in Town. In the residential market this is primarily accomplished by inspecting all properties that change hands to confirm that the physical information as well as the description of the condition of the property in our database is up to date. Buyers of property are also sent questionnaires to confirm the terms of their sale, and establish whether they are in fact “arms length” market transactions. Prompt follow up is also made on all building permits for new construction, additions, remodeling and demolitions that are taken out with the Building Inspector. The purpose of these inspections, in addition to maintaining accurate data for our records, is to use the information to calculate New Growth for the following fiscal year. Accurate and timely compilation of New Growth is of course an essential part of establishing the levy for the subsequent fiscal year.

Owners of Commercial/Industrial property, which is for the most part valued on income attributable to the property, are annually required to return Income and Expense forms mailed by our office. The information on these forms is then analyzed to assess general trends in vacancy rates, expenses and rental income. Changes, if appropriate, are then made to reflect the fluctuations of the economic environment. Additionally, the pace of the planned development by Normandy GAP-V 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 too distant future.

A third element of the value triad consists of business personal property. The primary job of our office in this area is to annually discover and list new accounts and update changes to existing accounts. This is accomplished in large part through the mailing of forms to all business owners,

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<p>who are required to list their assets. These forms are then reviewed by office staff and, in the case of some complicated returns, an outside vendor, to determine the value and taxability of the listed items. The staff also does onsite visits to many businesses during the year to verify the listings of assets submitted.</p> <p>Fortunately, Needham continues to buck the trends brought about by the economic downturn in recent years prevalent in much of the Commonwealth and the nation at large. Median residential sales prices have risen slightly, while only minor upward adjustments to vacancy and expense rates have been necessary to reflect a slight downward turn in the commercial realm.</p> <p>As always the office will process in excess of 30,000 vehicle excise bills from information provided by the Commonwealth while handling the numerous applications for real estate and excise abatement. Additionally, a myriad of Elderly, Veteran, CPA and Blindness exemptions as well as property tax deferral requests and numerous requests for general information will be handled throughout the year.</p> <p><b>Collector/Treasurer:</b> The Collector's office continues to ensure that all bills, (i.e. real estate, personal property, excise, water and sewer bills) are mailed timely and in accordance with state statutes. Having experienced another year of economic distress we have continued to maintain a stable collection rate as the chart below indicates. Although collections had slowed for the first three quarters of fiscal year 2011 through additional mailings and communication with those whose accounts remained unpaid throughout the year, the percentage outstanding at year end is less than the prior fiscal year.</p> <p>The monitoring of collections and timely billing as well as the aggressive pursuit of delinquent accounts will always be a top priority. Accounts that remain delinquent beyond the end of the fiscal year are notified and if unresponsive are advertised for non-payment. If the account remains unpaid for ten days following advertisement, the statutory interest rate on outstanding tax balances increases from 14% to 16%.</p> <p>We remain sensitive to the needs of the public and the impact lower interest rates have had on individuals, especially the elderly, who, in some households depend on investments to provide the income necessary to meet their expenses. We are willing to work with each individual tax payer's circumstances while complying with state statute and maintaining collections.</p> <p>As reflected in the FY12 operational considerations submitted last year, the Treasurer expects the challenge to generate interest income in FY13 to be as difficult as this year is expected to be. As has been seen by the continuing instability in the financial market, safety of Town funds is of utmost importance. Although interest rates have taken a slight uptick we are still in very volatile times, so to better protect Town funds, the Treasurer requires that Town deposits be collateralized or insured. However, such security is becoming harder to obtain as the yield offerings by banking institutions remain low so the margin in which to provide that coverage is limited (collateralization comes with a cost of a lower interest rates). Town funds must be available to meet the weekly expenses and payroll which dictates the amount of cash that must remain available. All monies are invested wisely and within the requirements of state statutes.</p> <p><b>Information Technology Center (ITC):</b> 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</p>	

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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.

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 the department continues to 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 and lease expense more than previous years.

This year because of a migration from the typical IBM hardware used in the past to an IBM Blade Center chassis with added servers, the hardware maintenance was significantly less than in the past. This helped to keep the ITC non-payroll budget to only 1.4%. ITC continues to seek cost effective ways to more efficiently use budget dollars specifically in back-end application management, hardware configuration, and employee access. The purpose of all these is to better support the overall technology infrastructure and help end users to be more efficient and productive in the delivery of services to residents and taxpayers.

**Performance Factors**

**1. Direct deposit of pay participation by employees.**

Measure: Percentage of payments by direct deposit vs. check.

**Results:**

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

**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.**

Measure: Number of comments; Number of comments from a prior year.

**Results:**

Fiscal Year Audited	Comments	Prior Year Comments
FY05	5	2
FY06	4	2
FY07	4	3
FY08	4	2

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FY09	2	0
FY10	5	2

**3. Needham bonds compared to municipal market data benchmark.**

Measure: Needham debt reoffering yields compared to the municipal market data benchmark reoffering yields for AAA's.

**Results:**

Bond Issue	06/01/2008 \$12,600,000			11/01/2008 \$5,600,000			06/01/2009 \$6,842,000			12/15/2009 \$15,815,000			
	Fiscal Year	Needham	MMD Benchmark (AAA)	Delta	Needham	MMD Benchmark (AAA)	Delta	Needham	MMD Benchmark (AAA)	Delta	Needham	MMD Benchmark (AAA)	Delta
2008	1.80%	1.77%	0.03%										
2009	1.70%	2.26%	-0.56%	1.60%	1.68%	-0.08%							
2010	2.15%	2.62%	-0.47%	2.45%	2.61%	-0.16%	0.75%	0.42%	0.33%				
2011	2.50%	2.85%	-0.35%	2.85%	2.97%	-0.12%	1.00%	0.92%	0.08%	0.30%	0.28%	0.02%	
2012	2.75%	2.98%	-0.23%	3.20%	3.29%	-0.09%	1.25%	1.22%	0.03%	0.50%	0.59%	-0.09%	
2013	2.90%	3.12%	-0.22%	3.36%	3.48%	-0.12%	1.50%	1.45%	0.05%	0.75%	0.83%	-0.08%	
2014	3.00%	3.26%	-0.26%	3.55%	3.67%	-0.12%	1.85%	1.80%	0.05%	1.00%	1.07%	-0.07%	
2015	3.15%	3.39%	-0.24%	3.75%	3.83%	-0.08%	2.05%	2.00%	0.05%	1.35%	1.41%	-0.06%	
2016	3.30%	3.52%	-0.22%	3.88%	4.00%	-0.12%	2.25%	2.20%	0.05%	1.70%	1.79%	-0.09%	
2017	3.40%	3.64%	-0.24%	4.05%	4.17%	-0.12%	2.45%	2.40%	0.05%	2.00%	2.06%	-0.06%	
2018	3.55%	3.76%	-0.21%	4.23%	4.35%	-0.12%	2.65%	2.59%	0.06%	2.30%	2.33%	-0.03%	
2019	3.70%	3.86%	-0.16%	4.42%	4.51%	-0.09%	2.85%	2.78%	0.07%	2.50%	2.55%	-0.05%	
2020	3.92%	3.94%	-0.02%	4.70%	4.64%	0.06%	3.00%	2.95%	0.05%	2.70%	2.73%	-0.03%	
2021	4.00%	4.01%	-0.01%	4.80%	4.73%	0.07%	3.13%	3.08%	0.04%	2.95%	2.90%	0.05%	
2022	3.95%	4.07%	-0.12%	4.92%	4.79%	0.13%	3.38%	3.20%	0.18%	3.10%	3.02%	0.08%	
2023	4.00%	4.12%	-0.12%	4.97%	4.85%	0.12%	3.38%	3.32%	0.06%	3.20%	3.09%	0.11%	
2024	4.05%	4.17%	-0.12%	5.00%	4.91%	0.09%	3.50%	3.43%	0.07%	3.27%	3.16%	0.11%	
2025	4.10%	4.22%	-0.12%	5.04%	4.95%	0.09%	3.63%	3.55%	0.08%	3.35%	3.24%	0.11%	
2026	4.15%	4.27%	-0.12%	5.12%	4.98%	0.14%	3.75%	3.67%	0.08%	3.43%	3.32%	0.11%	
2027				5.12%	5.01%	0.11%	3.85%	3.76%	0.09%	3.53%	3.40%	0.13%	
2028							3.95%	3.85%	0.10%	3.62%	3.48%	0.14%	
2029										3.70%	3.57%	0.13%	
2030													

Bond Issue	06/15/2010 \$4,000,000			10/15/2010 \$4,635,000			06/01/2011 \$11,750,000			10/18/2011 \$2,460,000			
	Fiscal Year	Needham	MMD Benchmark (AAA)	Delta	Needham	MMD Benchmark (AAA)	Delta	Needham	MMD Benchmark (AAA)	Delta	Needham	MMD Benchmark (AAA)	Delta
2011	0.40%	0.28%	0.12%	0.28%	0.30%	-0.02%							
2012	0.60%	0.55%	0.05%	0.53%	0.48%	0.05%	0.20%	0.26%	-0.06%	0.35%	0.25%	0.10%	
2013	0.65%	0.91%	-0.26%	0.74%	0.67%	0.07%	0.35%	0.44%	-0.09%	0.45%	0.39%	0.06%	
2014	1.00%	1.25%	-0.25%	0.90%	0.94%	-0.04%	0.70%	0.74%	-0.04%	0.60%	0.61%	-0.01%	
2015	1.30%	1.59%	-0.29%	1.16%	1.22%	-0.06%	1.00%	1.04%	-0.04%	0.85%	0.89%	-0.04%	
2016	1.60%	1.96%	-0.36%	1.50%	1.52%	-0.02%	1.20%	1.20%		1.15%	1.22%	-0.07%	
2017	2.00%	2.24%	-0.24%	1.80%	1.79%	0.01%	1.35%	1.57%	-0.22%	1.45%	1.48%	-0.03%	
2018	2.25%	2.43%	-0.18%				1.70%	1.90%	-0.20%	1.75%	1.79%	-0.04%	
2019	2.45%	2.63%	-0.18%				2.00%	2.21%	-0.21%	2.10%	2.10%		
2020	2.65%	2.79%	-0.14%				2.30%	2.44%	-0.14%	2.35%	2.30%	0.05%	
2021	2.80%	2.91%	-0.11%				2.50%	2.64%	-0.14%	2.45%	2.44%	0.01%	
2022	2.95%	3.02%	-0.07%				2.70%	2.82%	-0.12%	2.65%	2.57%	0.08%	
2023	3.10%	3.13%	-0.03%				2.95%	2.97%	-0.02%	2.80%	2.70%	0.10%	
2024	3.20%	3.22%	-0.02%				3.10%	3.13%	-0.03%	2.95%	2.81%	0.14%	
2025	3.30%	3.30%					3.30%	3.29%	0.01%	3.05%	2.92%	0.13%	
2026							3.50%	3.42%	0.08%	3.15%	3.03%	0.12%	
2027							3.65%	3.52%	0.13%				
2028							3.75%	3.61%	0.14%				
2029							3.90%	3.70%	0.20%				
2030													

**4. Percent of taxable construction permits issued that were captured by the**

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**assessment date (Reports how much new construction is captured for taxation).**

Measure: Percentage of new construction permits inspected. Percentage of taxable construction permits issued that were captured by the assessment date

**Results:**

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, 2008, which is the statutory deadline for the collection of "new growth" information for the following fiscal year.

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.

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.

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, 2011. This is the statutory deadline for the collection of New Growth information for the following fiscal year. 573 properties were inspected, several multiple times. This resulted in New Growth valuation, which still is to be certified by the Department of Revenue, of over 64 million dollars.

**5. Number of adjustments/changes in property valuation subsequent to the issuance of the actual tax bills.**

Measure: Number of changes (corrections) per year as a percent of the total number of parcels.

**Results:**

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.

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

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.

Of the 10,691 Real and Personal property accounts billed in **FY11**, the value of 50 of those properties, or .004% saw changes in their value through the abatement process vs. .006%

**Department Information  
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<b>Department</b>	<b>Finance Department</b>
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in FY10. The average adjustment in tax dollars for FY11 was \$1,613 vs. \$1,487 for FY10.

**6. NEW: The number of customer bill payment transactions done electronically rather than rather than mailing or delivering a payment to the Treasurer/Collector's office**

**Measure:** The number of tax and water bill payments submitted by an electronic service rather than by check to the Treasurer/Collector's office.

**Results:**

Fiscal Year	Check Payments	ACH Tax Payments	Value	ACH Utility Payments	Value	% ACH
2010	NA	403	\$667,975	6,876	\$1,733,271	NA
2011	NA	430	\$718,509	7,328	\$2,107,381	NA

NOTE: The online payment processing via a direct debit to an individual's bank account has been available since 2006. Since the transaction is initiated by the individual from their online banking service, no personal information is entered on the Town's website or transmitted to the Town. This allows residents with online bank bill paying service to pay property tax, excise tax and water and sewer bills to the Town through their bank. The table above reflects the activity. The benefits to the Town in having customers pay via an electronic submission are the handling transaction costs are lower and the funds are consider good at the time of receipt, reducing both the timing in receiving the good funds and decreasing the number of returned checks. *At the time of publication the Treasurer's office had not yet compiled all the data. The information will be available for the next budget.*

**7. Optimize earnings on general funds while maintaining adequate liquidity.**

**Measure:** Needham average investment yield compared to MMDT index.

**Results:**

Needham average investment yield for **fiscal year 2008** was 2.78% as compared to the MMDT rate of 2.72%

Needham average investment yield for **fiscal year 2009** was 2.32% as compared to the MMDT rate of 2.02%

Needham average investment yield for **fiscal year 2010** was .46% as compared to the MMDT rate of .45%

Needham average investment yield for **fiscal year 2011** was .31% as compared to the MMDT rate of .29%

**8. Percent change in year-end delinquent tax receivables (tax money owed to the**

**Department Information  
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Town).

Measure: percentage of tax levy uncollected at the end of each quarter and the fiscal year.

**Results:**

Percent change in the year-end delinquent tax receivables increased .38% from FY07 to FY08, decreased .28% from FY08 to FY09, increased .14% from FY09 to FY10, and decreased .14% from FY10 to FY11.

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%
FY11	1.70%	2.59%	0.91%	0.76%

**Percent of normal business hours enterprise data and system is available; percentage of time the network is available to our customers.**

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.

**Results:**

**FY08**

Total number of hours network was available 8,706 hours out of 8,760: 99.38%

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

**Department Information  
DSR1**

<b>Department</b>	<b>Finance Department</b>
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**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

**FY11**

Total number of hours network was available 8,711 hours out of 8,760: 99.44%

Total number of business hours enterprise data and system was available 2,143 hours out of 2,236: \*95.84%

Planned or unplanned down time events: 4

Unplanned network down time events: 1

\*Lower than usual percentage due to financial system hardware failure in August 2010.

**9. Number of business days to close out a "Help Desk" request; percentage of "Help Desk" resolved satisfactory.**

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.

**Results:**

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%
<b>FY11</b>							
Count**	3,341	255	398	199	78	53	4,324
Percent	77.3%	5.9%	9.2%	4.6%	1.8%	1.2%	100%

\* 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.

Department Information DSR1			
Department	Finance Department		
<p><b>10. 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>			
<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
<b>FY11**</b>			
Number of Tickets	6,494	6,494	
Appeals	333	5.1%	
Formal Hearings	5	1.5%	of appeals
<b>Spending Request Recap</b>			
Description	Base Request DSR2	Additional Request DSR4	Total
Personnel	1,437,620		1,437,620
Expenses	746,495		746,495
Operating Capital	37,500		37,500
<b>Total Operating Request</b>	<b>2,221,615</b>	<b> </b>	<b>2,221,615</b>
Special Financial Warrant Articles?		YES	NO
			X

Department Expenditure Detail DSR2										
Department				Finance Department						
Object				Description				Amount		
DSR2A										
Personnel	FY 2011			FY 2012			FY2013			
	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	20	4	21.7	
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?							Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
1. Salary and Wage Permanent Positions.										
a. Regular Salary and Wage Sub Total							1,410,307			
b. Other Salary and Wage Sub Total										
Sub Total 1							1,410,307			
2. 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							7,760			
b.										
c.										
d.										
e.										
f.										
Sub Total 2							7,760			
3. 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							1,000			
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							1,350			
d. Technology center overtime related to extended, evening callback, or weekend work.							5,000			
e.										
f.										
Sub Total 3							7,850			
4. Other Salary and Wage Expenses - (Itemized Below)										
a. Assistant parking clerk annual stipend serves in the absence of the hearing officer							1,500			
b. Educational reimbursement							1,500			
c. Payment in lieu of vacation							8,703			
d.										
e.										
f.										
Sub Total 4							11,703			
5. Total Salary and Wages (1+2+3+4)							1,437,620			
DSR2B										
Object				Description				Amount		

Department Expenditure Detail DSR2		
Department	Finance Department	
Object	Description	Amount
Energy		
Repairs & Maintenance Services	Hardware maintenance general financial AS400 & public safety AS400; public safety MDB – ITC Hardware maintenance other equipment – ITC Office equipment maintenance contracts – AS	13,600
Rental & Leases	Software license and maintenance Operating Systems; Security Systems; Web Site; Applications Postage Meter - ITC Appraisal software and network maintenance contract – AS	259,600
Other Property Related Services		
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 Other accounting consulting services - AC Procurement regulation - FD Parking ticket processing - PC IT application services for any application or technical process requiring outside consulting or training - ITC 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, SUGA conference, NESUGA annual training; employee training - AC State and County Assessing Association meeting, conferences classes and tutorial courses including MAA designation and re-certification required courses for staff DOR - AS Required courses for Board of Assessor members. - AS Mass Collector and Treasurer conferences and annual school, Sungard training conferences - CT	207,290

Department Expenditure Detail DSR2		
Department	Finance Department	
Object	Description	Amount
	State and professional related seminars - FD Information Systems training for applications - ITC	
Communications	Postage & printing - AC Postage, certified, copying, and cell telephones - AS Postage, copying , mailing permit, mailing services, postage machine fees, POB, and calling services - CT Legal notices, postage & printing - FD Postage & printing - PC Postage, printing, cell telephones and fax line services - ITC 10MBPS IP - ITC	120,750
Recreational & Cultural Services		
Other Purchased Services	Ambulance billing and processing services - CT Collector & Treasurer bonds - CT	36,700
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 - ITC	7,550
Building & Equipment Supplies		
Custodial Supplies		
Grounds Keeping Supplies		
Vehicular Supplies	Gasoline for Assessing vehicle supplied by DPW	0
Food and Service Supplies		
Medical Supplies		
Public Works Supplies		
Other Supplies & Equipment	Camera supplies; field inspection "calling cards", binding of mandated "permanent retention" state records -	88,950

Department Expenditure Detail DSR2		
Department	Finance Department	
Object	Description	Amount
	AS State forms for tax collections - CT Parking forms, tags and tickets Standard computer supplies for ALL depts. forms, paper, ink toners- cartridges, etc - ITC	
Governmental Charges	State CAMA upgrades to Community Software Consortium system - AS	250
Travel & Mileage	Employee educational reimbursement - AC 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- ITC	8,050
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 - ITC	3,755
6. Total Expenses		<b>746,495</b>
<b>DSR2C</b>		
Capital Equipment Replacement	Technology Equipment	37,500
7. Total Operating Budget Capital		<b>37,500</b>
8. Total Base Request (Line 5 + Line 6 + Line 7)		<b>2,221,615</b>

Limited Budget Submission LBS1											
Budget Title				Finance Committee							
Type				Committee	<input checked="" type="checkbox"/>	Limited	<input type="checkbox"/>	Townwide	<input type="checkbox"/>		
Operational Considerations											
The Finance Committee consists of nine members appointed by the Moderator. The Committee recommends a balanced budget each year which is presented to Town Meeting. The Committee makes recommendations to Town Meeting on capital requests and all warrant articles it finds to have a financial impact, relying on policies and principles of sound fiscal management. In addition, the Committee may consider any and all municipal questions for the purpose of making reports or recommendations to the Town.											
Expense Detail											
Does this request include funding for salary or wage expense?								Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
If yes, does the current year budget include this expense?								Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
If the salary and wage expense funds a permanent position, indicate the FTE.										.5	
Description								Amount			
a.	Professional and Technical (MMA Annual Mtg, ATFC Annual Mtg)							625			
b.	Office Supplies							100			
c.	Dues and Subscriptions (MMA)							350			
d.											
e.											
f.											
Total								1,075			
Spending Request Recap											
Description	Base Request	Additional Request DSR4		Total							
Townwide											
Personnel	30,289			30,289							
Expense	1,075			1,075							
Operating Capital											
Total	31,364			31,364							
Special Financial Warrant Articles?								Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>

**Department Information  
DSR1**

<b>Department</b>	<b>Planning and Economic Development</b>
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**Operational Considerations**

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 addresses the Planning and Economic Development function of the new Department.

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. Fiscal Year 2012 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 have returned to pre-recession levels of approximately \$30,000 annually with Fiscal FY 2012 Special Permit fees exceeding historical averages due in large part to three new projects namely Wingate at Needham, North Hill and Digital at 128 First Avenue. 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 \$1,240,500.00 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 in FY 2011. Approved in FY 2011 was the redevelopment of the Theatre Block that will, at full build-out, contribute \$10,000 to the In-Lieu parking fund. The above-described items constitute the major anticipated change in revenue for FY 2012.

	FY '09	FY '10	FY '11	FY '12*
Application Fees	13,841	26,030	22,188	49,166
Zoning By-Laws	480	300	255	660
Zoning Maps	240	210	195	240
Subdivision Regulations	15	0	15	15
Grants/Donations	60,644 <sup>a</sup>	67,856 <sup>b</sup>	67,389 <sup>c</sup>	67,389
Traffic Mitigation Fee		18,000		
<b>Total</b>	<b>75,223</b>	<b>112,396</b>	<b>90,042</b>	<b>117,470</b>

Department Information DSR1	
Department	Planning and Economic Development
<sup>a</sup> Home Program (60,644 received). <sup>b</sup> Home Program (67,856 received). <sup>c</sup> Home Program (67,389 received).  *Projected revenue to June 30, 2012.	
Performance Factors	
<p>Pursuant to the appropriation May 2010 by Town Meeting, the Planning Board and the Council of Economic Advisors ("CEA"), a committee established by the Board of Selectmen to evaluate Town-wide economic conditions and make recommendations to promote and encourage new and existing businesses sought the services of an interdisciplinary team lead by a qualified planning, economic development, urban design and traffic firm to undertake a follow-up study of the New England Business Center ("NEBC") to that originally completed by Goody, Clancy &amp; Associates in 2001. The purpose of the study was to explore recurrent issues raised by local businesses, developers, real estate brokers and tenants during symposia sponsored by the CEA in regards to expanding the type and mix of allowable uses, including medical uses; expanding the allowable amount of restaurant, retail and other consumer service uses on the first floor of multi-story buildings; analyzing which dimensional controls were restraining development; and assessing the traffic and other impacts of proposed changes.</p> <p>The study's objective, therefore, was to identify a balanced plan appropriate to (1) expanding the type of allowable uses and mix of commercial uses within the NEBC so that the park can respond to market demands and fulfill its development potential; (2) expanding the allowable amount of retail and/or other consumer uses and/or restaurant uses on the first floor of multi-floor developments; (3) analyzing which, if any, existing dimensional controls are restraining development, either prohibiting it altogether on smaller lots or not providing sufficient financial incentive to encourage development; and (4) assessing what the traffic and other impacts are of various levels of different uses and/or mix of uses and/or regulatory changes increasing the density of development so that a proper balance can be reached between appropriate fiscal incentives and acceptable levels of impacts on our community. In sum, the purpose of the study was to compare the impacts of various proposed changes in use and dimensional requirements with those of the existing NEBC zoning.</p> <p>Although the study was not completed sufficiently at the time of the May 2011 Town Meeting to bring forward the dimensional changes under consideration, the Town Meeting adopted the Planning Board's and CEA's recommended changes regarding the expansion of allowed uses and the expansion of the allowed mix of retail, restaurant and consumer services on the first floor of multi-story buildings. To that end, the By-Law amendments adopted by Town Meeting clarified which medical uses were allowed in the district and created certainty as to such uses allowed by right, allowed by special permit or prohibited in the NEBC, taking proper account of existing language in the By-Law and the impacts by way of traffic and parking of large medical uses.</p> <p>The study, which had not yet been completed sufficiently for the Planning Board and CEA to present dimensional recommendations to Town Meeting in the spring, has now been completed and the article embodying its recommendations is scheduled for consideration at the upcoming Special Town Meeting in November. Based on the fiscal, traffic and dimensional analysis and information provided by the study, the Planning Board and CEA confirmed that certain dimensional requirements, including front setback, maximum lot coverage, height, floor area ratio, and minimum open space, were constraining development and that the lack of flexibility in the existing zoning was compounding the constraints. The changes proposed, in many cases not attainable on existing lots, will permit greater</p>	

Department Information DSR1	
Department	Planning and Economic Development
<p>flexibility, especially when coupled with a general provision granting discretion to the Planning Board to relax dimensional requirements (except height) up to 25% after making specific findings as to the propriety of the waivers as to a particular project and location.</p> <p>During fiscal 2009 a comprehensive planning study focusing on improving and enhancing Needham Center was completed. 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.</p> <p>In FY 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 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). Recognizing that the NEBC is the economic engine of our tax base and that its underperformance threatens the balance of our base, the Economic Development Office focused its attention on this district with respect to expanding allowable uses; modifying the mix of retail, consumer service and restaurants on the first floor of multistory buildings; and changing the dimensional requirements to provide greater density.</p> <p>During Fiscal Year 2011, the Economic Development Office also completed a Commercial Permitting Guide for property owners, developers, brokers, and contractors who want to develop land in Needham. The Guide contains clear, easy-to-follow instructions for seeking permits and approvals from Town boards and departments. Although no permitting guide can provide an all-inclusive look at the permits and approvals required for a specific project, the hope is that the booklet will assist applicants in understanding the basics of Needham's development review and permitting procedures thereby ensuring a more transparent and predictable process.</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</p>	

**Department Information  
DSR1**

<b>Department</b>	<b>Planning and Economic Development</b>
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support from the Planning Department, 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.

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 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. Additionally, 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. The articulated goals were met for two of the three studied criteria. During the affected time line 12 new Special Permit applications and 3 Subdivision applications were processed. Public hearings were held on average within 27 days of application receipt, decisions were issued within 9 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 67 days with a minimum of 28 days and a maximum of 115 days. This increase in application processing time (23 days) was due to one outlier project where additional time was required to enable the Petitioner to provide supplemental analysis and plan modifications. When this project is removed from the analysis total days required to process an application drops to 52. The Department plans to continue to track these items and will submit a similar report with its Fiscal 2014 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
Fiscal Year 2011 12 Applications Processed total	27	35	9	14	8	5	67
Fiscal Year 2010 19 Applications Processed total	30	35	6	14	8	5	44

Department Information				
DSR1				
Department		Planning and Economic Development		
<u>Spending Request Recap</u>				
Description	Base Request DSR2	Additional Request DSR4	Total	
Personnel	\$238,982		\$238,982	
Expenses	\$16,460		\$16,460	
Operating Capital				
<b>Total Operating Request</b>	<b>\$255,442</b>		<b>\$255,442</b>	
Special Financial Warrant Articles?			YES	X
			NO	

Department Expenditure Detail DSR2									
Department				Planning and Economic Development					
Object				Description				Amount	
DSR2A									
Personnel	FY 2011			FY 2012			FY2013		
	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	3.3	3	1	3.3
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?								Yes	No
1. Salary and Wage Permanent Positions.									
a. Regular Salary and Wage Sub Total								234,041	
b. Other Salary and Wage Sub Total									
Sub Total 1									
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a. Recording Secretary								4,941	
b.									
c.									
d.									
e.									
f.									
Sub Total 2								4,941	
3. Salary and Wage Overtime (Itemized Below)									
a.									
b.									
c.									
d.									
e.									
f.									
Sub Total 3									
4. Other Salary and Wage Expenses - (Itemized Below)									
a.									
b.									
c.									
d.									
e.									
f.									
Sub Total 4									
5. Total Salary and Wages (1+2+3+4)								<b>238,982</b>	
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				6,500	

<b>Department Expenditure Detail DSR2</b>		
<b>Department</b>	<b>Planning and Economic Development</b>	
Object	Description	Amount
	Permit Regulations, Permitting Guide, Zoning Map, Planning Studies. Consultant Services: Planning & Economic Development	
Communications	Statutory Legal Notices and Postage	4,700
Recreational & Cultural Services		
Other Purchased Services		
Office Supplies		1,500
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
<b>6. Total Expenses</b>		<b>16,460</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>255,442</b>

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.</p> <p>During Fiscal year 2010 and continuing into Fiscal year 2011, the Community Development Department experienced the loss of its Administrative Specialist due to a disability claim. The Administrative Specialist position had been created prior to the Departmental reorganization to provide administrative/clerical staff support to both the Conservation Commission (40% allocation) and Board of Appeals (60% allocation). The noted vacancy provided an opportunity to reevaluate the staffing needs of both the Conservation and Board of Appeals divisions. As an Administrative Assistant had been retained under the reorganization plan to provide administrative /clerical support for the entire Planning and Community Development Department, it was felt that a professional level skill set would better serve the needs of the respective Conservation and Board of Appeals divisions moving forward. Accordingly, an environmental scientist was retained to serve the Conservation function with a junior planner retained to serve the Board of Appeals function. Additionally, the hours on the Conservation side were increased from 15 hours per week to 20 hours per week with the associated additional cost of \$3,600 secured through a contribution from the wetlands fund. The result has been an enhanced level of service to both divisions which the Community Development Department now seeks to retain moving forward.</p> <p>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. Additionally, as it is now clear that the former fulltime Administrative Specialist will not be returning to the position, the budget reflects the implementation of the staffing plan implemented during the interim period thereby making permanent the professional level upgrade.</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 statutes 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</li> </ul>	

**Department Information  
DSR1**

<b>Department</b>	<b>Community Development</b>
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- transcribes meeting minutes.
- Maintains case files and materials including computer databases.
  - Arranges and conducts on-site inspections related to filings.
  - Reviews wetland delineations.
  - Drafts permits with associated conditions and other documents.
  - Monitors construction to ensure compliance with permits.
  - Reviews building permits for projects occurring within the Commission’s jurisdiction to reduce the amount of Enforcement Orders issuance and provide better public outreach.
  - Responds to complaints and investigates potential violations.
  - Keeps regular office hours to provide assistance to the regulated community.
  - Collaborates with other Town Departments, Boards and Committees on matters pertaining to permitting municipal project and activities.

In addition to wetland permitting, the Conservation Department undertakes broader environmental and land management functions including the following:

- Oversees/carries out management tasks such as trail building and maintenance, signage, and cleanup.
- Assures compliance with rules and regulations for conservation lands; issues needed permits; and addresses user problems.
- 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 2011, the Conservation Commission met formally a total of twenty two (22) times and held a total of fifty four (54) 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 FY2011, seven (7) projects required the issuance of an Enforcement Order in order to restore or protect wetland resource areas.

**Table 1: FY2011 Conservation Commission Application Filings & Requests**

Type of Application Filing/Request	Number
Notice of Intent	30
Request to Amend Order of Conditions	8
Request for Determination of Applicability	16
Abbreviated Notice of Resource Area Delineation	0
Extension Permit	3

<b>Department Information DSR1</b>	
<b>Department</b>	<b>Community Development</b>
Emergency Certification	2
Certificate of Compliance	20
Minor Modification Request	19
Enforcement Order	7
Trail Maintenance Notification Form	6
DPW Generic Permit Activity Notification Form	2
Exemption Letter	11
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 2011 the Commission continues to see a high volume of permit application filings each year.

**Table 2: Number of Permit Application Filings in FY 2009, FY 2010 and FY 2011**

Fiscal Year	Number of Meetings	Notice of Intent	Request for Determination of Applicability	TOTAL
2009	21	27	15	<b>63</b>
2010	25	30	18	<b>73</b>
2011	22	30	16	<b>68</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 2011, all applications were completed within the noted time line with no requests for additional time requested.

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 2011 to review projects associated with both the MA Wetlands Protection Act and the Needham Wetlands Protection Bylaw.

FY 2010 was 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 in FY 2011 were developed to increase efficiency and better serve the public 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.

**Department Information  
DSR1**

<b>Department</b>	<b>Community Development</b>
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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 2011. 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. 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.

With respect to FY 2011 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.

**ZONING BOARD OF APPEALS**

**OPERATIONAL CONSIDERATIONS**

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.

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.

In FY 2011 the Board of Appeals completed an update of its Chapter 40B comprehensive permit regulations including both procedural and substantive requirements. The updated regulations include (a) minimum submittal requirements, (b) filing and/or administrative fees, (c) review fees, utilizing M.G.L., Chapter 53G, (d) notice, hearing, and review procedures, (e) standards for approval, approval with conditions and denial of an application and (f) provisions relating to modification of projects.

**Department Information  
DSR1**

**Department** | **Community Development**

**PERFORMANCE FACTORS**

In FY 2011 there were 46 public hearings conducted at which time 38 special permits, 1 variance, 1 appeal of Building Inspector decisions and one 40B application 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.

**Table 1: Number of Permit Application Filings in FY 2010 and FY2011**

	Number of Meetings	Special Permit Applications	Variance Applications	Appeals of Building Inspector Decisions	40B Applications	Withdrawals	Decisions
<b>FY-2010</b>	12	28	1	2	2	5	28
<b>FY-2011</b>	14	38	1	1	1	5	41
<b>Total</b>	26	66	2	3	3	10	69

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**

**Spending Request Recap**

Description	Base Request DSR2	Additional Request DSR4	Total
Personnel	118,626		118,826
Expenses	11,858		11,858
Operating Capital			
<b>Total Operating Request</b>	<b>130,484</b>		<b>130,484</b>

Special Financial Warrant Articles?

YES

NO

Department Expenditure Detail DSR2									
Department				Community Development					
Object				Description				Amount	
DSR2A									
Personnel	FY 2011			FY 2012			FY2013		
	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)
	2	1	2.3	1	3	2.5	1	3	2.5
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?							Yes	No	
1. Salary and Wage Permanent Positions.									
a. Regular Salary and Wage Sub Total							118,626		
b. Other Salary and Wage Sub Total									
							Sub Total 1		
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.									
b.									
c.									
d.									
e.									
f.									
							Sub Total 2		
3. Salary and Wage Overtime (Itemized Below)									
a.									
b.									
c.									
d.									
e.									
f.									
							Sub Total 3		
4. Other Salary and Wage Expenses - (Itemized Below)									
a.									
b.									
c.									
d.									
e.									
f.									
							Sub Total 4		
5. Total Salary and Wages (1+2+3+4)							118,626		
DSR2B									
Object				Description				Amount	
Energy									
Repairs & Maintenance Services									
Rental & Leases									
Other Property Related Services									
Professional & Technical Services				Consultants (environmental assessments, enforcements, appeals				2,900	

<b>Department Expenditure Detail DSR2</b>		
<b>Department</b>	<b>Community Development</b>	
Object	Description	Amount
Communications	Blackberry, Postage, Legal Notices	5,488
Recreational & Cultural Services		
Other Purchased Services		
Office Supplies		1,541
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	Misc. State, Private and University Sponsored Conferences	1,000
Dues & Subscriptions		789
<b>6. Total Expenses</b>		<b>11,858</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>130,484</b>

Department Information DSR1	
Department	Police Department
Operational Considerations	
<b>FY 2011 Activity</b>	
Calls for Service	32,800
Priority 1, 2, 3, Calls	9,713
Incident Reports	1,777
Arrests & Complaints	
Adult	318
Juvenile	19
Motor Vehicle Violations	3,966
Motor Vehicle Accidents	462
<b>FY 2013 Budget Request</b>	
<p>The FY2013 overall budget request of \$5,323,227 is \$97,767 above FY2012, an increase of 1.8%</p>	
<b>Salaries &amp; Wages</b>	
<p>The FY2013 salary and wage amount requested reflects a slight decrease from FY2012. The reduction is due to the recent retirement of higher wage employees who were recently replaced by new employees starting at a lower pay scale. The salary request does not factor any cost of living increases for the two police bargaining units, who are currently in negotiations with the Town.</p> <p>There is an increase under salary and wage seasonal /temporary, due to parking enforcement duties being performed by several school crossing guards on a part-time basis. This arrangement allowed the police department to eliminate one full time benefited position.</p> <p>Other salary expenses are anticipated due to increases in shift vacancies. Court overtime and investigations has also increased, due partly to matters carried over from one year to the next, and from extended investigations. There is one more election scheduled during the year.</p> <p>The amount requested for the police department salaries and wages in FY2013 is \$ 4,842,392</p>	
<b>Expenses</b>	
<p>The FY2013 expense request has increased by \$40,977.</p> <p>Under Repairs and Maintenance, there is a slight increase to the Radio Maintenance Contract over FY2012 (1,334). Cruiser maintenance has increased to more accurately reflect actual historical spending (1,979). The largest increase under this category is the result of the new identification system and other electronic devices (6,195).</p> <p>Rentals &amp; Leases-The increases under this category are largely the result of increases to the range rental fee (550) and motorcycle lease (795).</p> <p>Other Property Related Services- Animal control services remain the same as in FY2012</p> <p>Professional and Technical Services- This category includes employee training seminars, testing services, Consultant &amp; Technical Services. The increase in this category is necessary as a result of</p>	

**Department Information  
DSR1**

<b>Department</b>	<b>Police Department</b>
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decreased State funding to police training programs (3,000).

Communications- Slight increase due to increase in wireless fees and the addition identification System (2,915).

Other Purchased Services- minor increase, to reflect increased costs (150).

Office Supplies- minor increase, to reflect increased cost (500).

Vehicular Supplies- The gasoline and petroleum product request is increased by less than 1% (8,240). The amount requested tires, batteries and accessories has increased due to the changeover to a new model vehicle and the requirement for new equipment that can no longer be swapped over.(4,000)

Medical Supplies- Increased, due to defibrillator pad replacement costs and other medical supply increases (1,724).

Other Supplies & Equipment- Under this category, there are decreases to uniform expenses and animal supplies (-3,050), but overall there is an increase to this category due to the replacement of portable radio batteries (7,370).

Government Charges- This category includes funding for EMT license certifications. The request reflects an increase in number of EMT licenses (1,200).

Travel & Mileage- remains the same

Dues & Subscriptions- This category reflects a number of law enforcement organizations which assist the department in training, purchasing, on-going investigations and professional advice. The increase is the result of fee increases (1,025)

The total expense requested for FY2013 is \$280,835 which is 1.5% over FY2012 request

**Capital Equipment Replacement**

The replacement of six cars is anticipated in accordance with the department vehicle replacement schedule. During FY 2012, the replacement schedule involved five vehicles. This category has increased by just over \$74,000, due to a sixth vehicle and a complete model change over. The new model car will require the purchase of additional equipment that was usually swapped from old vehicle to new vehicle. The additional cost estimate factored in the additional equipment. Actual vehicle prices for the new model are not known at this time and may have to be adjusted later.

The total capitol equipment replacement request is \$200,000

**Total Budget Summary**

The total police department budget request for FY2013 is \$ 5,323,227 |

<b>Performance Factors</b>
Participation in an ICMA benchmarking project and a survey of town services indicates that the

Department Information DSR1			
<b>Department</b>	<b>Police Department</b>		
<p>department compares favorably with other police agencies and resident opinions of the department are favorable.</p> <p>Traffic enforcement will be directed to locations in town where there is higher incidence of traffic accidents.</p> <p>The department will conduct ongoing review and updating of department policies</p> <p>The department will focus resources to monitor and maintain safe school walking routes.</p> <p>Department resources will be directed toward addressing crime in the community through crime prevention and repression activities. ]</p>			
<b>Spending Request Recap</b>			
Description	Base Request DSR2	Additional Request DSR4	Total
Personnel	\$4,842,392		\$4,842,392
Expenses	\$280,835		\$280,835
Operating Capital	\$200,000		\$200,000
<b>Total Operating Request</b>	<b>\$5,323,227</b>		<b>\$5,323,227</b>
Special Financial Warrant Articles?		YES	
		NO	X

Department Expenditure Detail DSR2										
Department				Police Department						
Object				Description				Amount		
DSR2A										
Personnel	FY 2011			FY 2012			FY2013			
	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 2 (see below)?							Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
1. Salary and Wage Permanent Positions.										
a. Regular Salary and Wage Sub Total									3,356,945	
b. Other Salary and Wage Sub Total									464,845	
							Sub Total 1		3,821,790	
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a. Traffic Crossing Supervisors									140227	
b. Parking Enforcement									20573	
c.										
d.										
e.										
f.										
							Sub Total 2		160,800	
3. Salary and Wage Overtime (Itemized Below)										
a. Shift Vacancies, Court, Investigations, Emergencies, Meetings									307,934	
b. Vacation Shift Filling									172,586	
c. Elections (3)									15,750	
d.										
e.										
f.										
							Sub Total 3		496,270	
4. Other Salary and Wage Expenses - (Itemized Below)										
a. Holiday									229,418	
b. In-Service Training									124,547	
c. NOSL Incentive									9,567	
d.										
e.										
f.										
							Sub Total 4		363,532	
5. Total Salary and Wages (1+2+3+4)									4,842,392	
DSR2B										
Object				Description				Amount		
Energy										
Repairs & Maintenance Services				Communications system (18200) Photocopier Maint (800) Radar, Lidar, Crossmatch, Other devices ( 7000) Vehicle repairs & Inspections(5500)				31,500		
Rental & Leases				Range rental, (2750)				9,295		

Department Expenditure Detail DSR2		
Department	Police Department	
Object	Description	Amount
	PO.Box (150), Postage meter (680), identikit(420),water cooler (800), m/c lease (4,495)	
Other Property Related Services	Animal control services	2,100
Professional & Technical Services	Employee Training Seminars, Testing Services, Consultant & Technical Services)	13,000
Communications	911, I-Series, Fax, Live Scan,(6,500) General Postage (1,850) Wireless (12,500) Printing (650)	21,500
Recreational & Cultural Services		
Other Purchased Services	ACO Testing(800), Towing ( 1,000)	1,800
Office Supplies	Office Supplies (6,700)	6,700
Building & Equipment Supplies		
Custodial Supplies		
Grounds Keeping Supplies		
Vehicular Supplies	Gasoline & Petroleum ( 104,040) Tires, Batteries, Accessories ( 14,500)	118,540
Food and Service Supplies		
Medical Supplies	Cruiser & Station Kits ( 3,400) DeFib Supplies ( 1,600)	5,000
Public Works Supplies		
Other Supplies & Equipment	Uniform Supplies New Issue 4 (12,000) Allowance (6,000) Batteries, portable radio ( 10,500) Range Supplies (12,000) Photography & Court Supplies(1,900) Patrol,Traffic,Prisoner,Training Supplies (10,500) Building (3500)	56,400
Governmental Charges	EMT Licenses	3,000
Travel & Mileage	Court, Training & Seminars	3,000
Dues & Subscriptions	GBPC, MetroLEC, NESPIN, IACP,SSPI, Chiefs, Plymouth County, ICMA Membership & dues	9,000
<b>6. Total Expenses</b>		<b>280,835</b>
<b>DSR2C</b>		
Capital Equipment Replacement	Four Marked Cruisers (140000 Two Unmarked ( 60000)	200,000
<b>7. Total Operating Budget Capital</b>		<b>200,000</b>
<b>8. Total Base Request (Line 5 + Line 6 + Line 7)</b>		<b>5,323,227</b>

Department Information DSR1	
Department	FIRE
Operational Considerations	
<p>The Fire Department has three main sources of revenue: the ambulance, fire prevention/inspection permits and fire alarm permits. In FY11, the ambulance revenue totaled \$613,484; while fire prevention/inspection permits brought in \$59,765 and Fire Alarm permits \$57,353.</p> <p>In addition, the Department received a Student Awareness of Fire Education (S.A.F.E.) grant in the amount of \$5,415. This money provides us the opportunity to have specially trained firefighters go into the classroom and teach children about fire safety.</p> <p>The Department received grant funding for backfill/overtime costs related to one of our new endeavors – technical rescue training. This training is part of the Southeast Regional Homeland Security Advisory Council’s commitment to assist Bristol and Norfolk Counties’ technical rescue teams. We currently have a Lieutenant and Firefighter/Paramedic on the team.</p>	
<p><b>Salaries</b></p> <p>The salary line items do not include any cost of living increases for Firefighters, Lieutenants, Captains and Deputies and the Fire Alarm Superintendent. However, it includes step raises and longevity increases. It does include a 2% COLA for all Dispatchers and the Chief.</p>	
<p><b>Services/Supplies</b></p> <p>In FY09, FY10 and FY11, we turned back substantial monies in Services/Supplies. The FY12 budget showed a concerted effort to once again be prudent in our spending. However, at our FY12 budget presentation with Town management and the Finance Committee, we explained that at some point in the near future, we would need to purchase all of the items which we have had “on hold” for the last few years. As a result, our services/supplies portion of the budget has increased by 5.5% over our requested FY12 budget. The majority of these increases are due to increases in the cost of service/maintenance agreements, costs beyond our control and the need to purchase items/services which we have “put on hold”. The following highlights significant changes:</p>	
<p><b>Repair and Maintenance</b></p> <ul style="list-style-type: none"> <li>• Copier maintenance agreement - \$750/yr <b>up</b> from \$546 (copier is 5 years old)</li> <li>• FF equipment maintenance contracts - \$6,652 <b>up</b> from \$5,777</li> <li>• Radio maintenance contract - \$3,900 – <b>up</b> from \$3,696</li> </ul>	
<p><b>Rental and Leases</b></p> <ul style="list-style-type: none"> <li>• AmbuPro Software License (EMS computer system) - \$4,650 <b>up</b> from \$4,410</li> </ul>	
<p><b>Professional &amp; Technical</b></p> <ul style="list-style-type: none"> <li>• Medical oxygen - \$1,300 <b>down</b> from \$1,400</li> <li>• EMT/Paramedic Refresher Course - \$7,600 <b>up</b> from \$6,600 (based on number of EMT’s and Paramedics who need to fulfill State mandated training)</li> <li>• Instructor’s fees - \$5,133 <b>up</b> from \$4,500 (First Responder certification training, CPR, Automatic External Defibrillator training and Office of Emergency Medical Services mandated ALS/BLS interface training)</li> <li>• Dispatch 911 Refresher training and Guidebook - \$3,749 (State mandated by the Statewide Emergency Telecommunications Board)</li> </ul>	
<p><b>Communications</b></p> <ul style="list-style-type: none"> <li>• Wireless communications \$5,100 <b>up</b> from \$4,600 (based on last year spending)</li> </ul>	
<p><b>Office Supplies</b></p> <ul style="list-style-type: none"> <li>• General Office supplies - \$3,325 <b>down</b> from \$3,800</li> </ul>	

Department Information DSR1	
Department	FIRE
<p><b>Vehicular Supplies</b></p> <ul style="list-style-type: none"> <li>Fuel - \$39,724 <b>up</b> from \$35,798 – Diesel Fuel ~ FY12 based on 7,679.55 gallons (FY10 consumption) @ \$3.42/gal; FY13 based on 6,973 gallons (FY11 consumption) @ \$3.85/gal and Unleaded Fuel ~ FY12 based on 3,017.08 gallons (FY10 consumption) @ \$3.16/gal and FY13 based on 3,490 gallons (FY11 consumption) @ \$3.69/gal</li> <li>Vehicle parts/supplies - \$16,000 <b>down</b> from \$18,000</li> </ul> <p><b>Other Supplies and Equipment</b></p> <ul style="list-style-type: none"> <li>FF supplies/equipment - \$27,239 <b>up</b> from \$25,128</li> <li>All clothing and uniforms - \$29,676 <b>up</b> from \$27,167 (<b>Please be advised that all vendors stated current pricing only – due to the volatility of the textile market we were told to expect an increase anywhere between 3% and 8%</b>)</li> <li>NFPA codes-on line - \$860 <b>up</b> from \$834</li> <li>Fire Alarm supplies - \$3,200 <b>down</b> from \$3,500</li> </ul> <p><b>Governmental Charges</b></p> <ul style="list-style-type: none"> <li>EMT/Paramedic State recertification - \$5,550 <b>up</b> from \$3,000 (based on number of EMT’s and Paramedics who need State recertification)</li> <li>Promotional exam fees – \$0 <b>down</b> from \$3,000 (<b>Please note that in the event that no one passes the Fire Lieutenant or Captains exams in November 2011, an exam(s) will be called for next year and we will have to amend this \$0 amount</b>)</li> </ul> <p><b>Travel and Mileage</b> - \$2,315 <b>down</b> from \$2,400</p>	
<p><b>Performance Factors</b></p> <p>As noted in the performance factors section of the Fire Department’s budget submission over the past two years, one of our foremost goals has been to enhance our Advanced Life Support (ALS) pre-hospital patient treatment capacity. We have made, and continue to make, significant progress in this mission.</p> <ul style="list-style-type: none"> <li>For over two years both of our ambulances have been licensed and equipped to operate at the ALS level.</li> <li>After several years of lobbying, the Massachusetts Department of Public Health, Office of Emergency Medical Services (OEMS) has revised the staffing requirements for ALS ambulances, and in certain situations ALS patient intervention can be administered by one EMT-Basic and one EMT-Paramedic. Previously, within our region this level of treatment required two Paramedics. Although we still need to complete OEMS mandated training to fully comply with the requirements to offer this degree of treatment, we are hopeful to have those commitments finalized within the next year.</li> <li>Our plan to expand and improve our emergency medical services has been to increase the number of firefighters who are trained at the Paramedic level from 16 up to 20. As of this date, we have 17 Paramedics working on the ambulance rotation, and through attrition, recruitment and training we expect that number to meet or exceed our goal within 6-18 months (FY13).</li> </ul> <p><b>Statistics:</b>                      FY2011: Rescue Ambulance 2, Activated 128 Emergency Calls, 34 ALS Transports                      FY2010: Rescue Ambulance 2, Activated 119 Emergency Calls, 27 ALS Transports</p> <p>(Point of Interest: In the Professional &amp; Technical section above the “Instructors Fees” increased to \$5,133. up from \$4,500. A portion of that (\$1,988) is to provide the OEMS mandated “Interface Training” for all personnel, which is one of the requirements to</p>	

Department Information DSR1				
<b>Department</b>		<b>FIRE</b>		
operate an ALS level ambulance with one EMT-Basic and one Paramedic.)				
The intended outcome of this emergency medical service enhancement is twofold for the Town:				
<ol style="list-style-type: none"> <li>1. It will expedite advanced pre-hospital patient intervention and treatment.</li> <li>2. Revenues from the ambulance service will increase, as we will have the ability to staff both fire department ambulances at the ALS level simultaneously.</li> </ol>				
Spending Request Recap				
Description	Base Request DSR2	Additional Request DSR4	Total	
Personnel	\$6,079,147		\$6,079,147	
Expenses	\$253,965		\$253,965	
Operating Capital				
<b>Total Operating Request</b>	<b>\$6,333,112</b>		<b>\$6,333,112</b>	
Special Financial Warrant Articles?	YES	X	NO	

Department Expenditure Detail DSR2										
Department				Fire						
Object				Description				Amount		
DSR2A										
Personnel	FY 2011			FY 2012			FY2013			
	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	72	0	72	72	0	72	
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?							Yes	X	No	
1. Salary and Wage Permanent Positions.										
a. Regular Salary and Wage Sub Total							4,890,179			
b. Other Salary and Wage Sub Total							258,719			
Sub Total 1							5,148,898			
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.										
b.										
c.										
d.										
e.										
f.										
Sub Total 2										
3. Salary and Wage Overtime (Itemized Below)										
a. Fire Overtime (Units A & C) *****In order to cover all Vacation and Personnel days in Units A & C (Administration, Protection and Prevention) we will need approximately 595,000. In addition, based on experience from previous years, we will need approximately 110,000 – 125,000 for NOSL, Mutual Aid, callbacks, holdovers, storm coverage, EMS meetings, mechanics, etc. Therefore, the total amount needed for Units A & C is close to 720,000, leaving a deficit of 52,500.							667,500			
b. Fire Alarm Overtime (Unit B)							10,000			
c. Fire Civilian Dispatch Overtime							40,741			
d.										
e.										
f.										
Sub Total 3							718,241			
4. Other Salary and Wage Expenses - (Itemized Below)										
a. Fire In-Service Training							196,008			
b. Fire Civilian Dispatch Holiday Worked							3,067			
c. Working Out of Grade(8,100)/Administrative Office Coverage (1,333)							9,433			
d. Stipends/Comp Adjust Option/Clothing Allowance							See 1b			
e. Director (2,000)/Ass't Director, Emergency Mgt Stipend (1,500)							3,500			
f. Education/Transitional Career Incentive Pay							See 1b			
Sub Total 4							212,008			
5. Total Salary and Wages (1+2+3+4)							6,079,147			
DSR2B										
Object				Description				Amount		

Department Expenditure Detail DSR2		
Department	Fire	
Object	Description	Amount
Energy		
Repairs & Maintenance Services	Copier maintenance contract (750) Repair/maintain FF equipment including, but not limited to: self-contained breathing apparatus flow and hydrostatic testing, air compressor maintenance contract, annual calibration of CO monitors, recharging fire extinguishers, and small equipment repairs (6,652) Vehicle inspections (5,351) 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 (3,900) Repair all radios (1,800) Defibrillator maintenance contract (4,468)	49,468
Rental & Leases	Acetylene tank rental (84) AmbuPro Software License/User fee (4,650) Swiftreach Emergency Notification Software/License User fee (8,042)	12,776
Other Property Related Services		
Professional & Technical Services	Regional Shared Resources (1,000) Monthly MetroFire, MA Chiefs', Norfolk County Chiefs', and monthly Fire Prevention meetings (1,350) MMA Annual Conference, MA Fire Chiefs' Annual Conference, Fire Prevention Annual Conference, Fire Alarm conferences (1,015) Medical Oxygen (1,300) EMT/Paramedic Refresher training course (7,600) Fire Alarm licenses (270) Instructor's fees (5,133) Dispatch 911 Refresher Training and Guidebook (3,749)	21,417
Communications	All wireless communications (5,100) All phones/repeater lines (3,100) Postage (205) Printing and Mailing (210)	8,615
Recreational & Cultural Services		
Other Purchased Services	Tailoring (375)	625

Department Expenditure Detail DSR2		
Department	Fire	
Object	Description	Amount
	Police details (250)	
Office Supplies	Including, but not limited to: stationary, envelopes, copy paper, pens, pencils, paper clips, notebooks, file folders, etc. (3,325)	3,325
Building & Equipment Supplies		
Custodial Supplies		
Grounds Keeping Supplies	Flowers, mulch and fertilizer for both stations (300)	300
Vehicular Supplies	Fuel-regular, diesel, additives (39,724) Vehicle parts and supplies including, but not limited to: fluids, mechanical parts, electrical components including lighting, and, general maintenance supplies (16,000)	55,724
Food and Service Supplies	Meeting refreshments (215)	215
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 (25,500)	25,500
Public Works Supplies		
Other Supplies & Equipment	FF supplies including, but not limited to: hose, nozzles, gates, tools, batteries, SCBA accessories, voice amplifiers, etc. (27,239) All uniforms including, but not limited to: pants, shirts, sweatshirts, hats, gloves, badges, dress uniforms, hitch gear and work boots (29,676) NFPA codes on-line (860) Fire Prevention supplies (500) Educational supplies (1,425) Fire Alarm supplies (3,200) Emg Mgt supplies (200)	63,100
Governmental Charges	Ambulance license (1,000) Food and Drug license (300) EMT/paramedic State recertification (5,550) Promotional exam fees (0)	6,850
Travel & Mileage	Mileage, hotels, parking and tolls for all meetings/conferences (2,315)	2,315
Dues & Subscriptions	MA Fire Chiefs (400) Norfolk County Fire Chiefs (250) IAFC (210)	3,735

Department Expenditure Detail DSR2		
Department	Fire	
Object	Description	Amount
	NFPA (150) Fire Prevention Association (80) MetroFire (2,500) Hazmat Team (75) IMSA (70)	
6. Total Expenses		<b>253,965</b>
<b>DSR2C</b>		
Capital Equipment Replacement		
7. Total Operating Budget Capital		
8. Total Base Request (Line 5 + Line 6 + Line 7)		<b>6,333,112</b>

Department Information DSR1	
<b>Department</b>	<b>Building Inspector</b>
<b>Operational Considerations</b>	
<p>One of the main responsibilities of the Building Department is overseer of several functions of public safety, and enforcements of their applicable codes and by-laws.</p> <p><b><u>Massachusetts State Building Code:</u></b> The purpose of this Code is to establish minimum requirements to safeguard the public safety, health and general welfare through structural strength, means of egress facilities, stability, sanitation, light and ventilation, energy conservation and safety to life and property from fire and other hazards attributed to the built environment and to provide safety to fire fighters and emergency responders during emergency operations.</p> <p><b><u>National Electric Code:</u></b> The purpose of this Code is practical safeguarding of persons and property from hazards arising from the use of electricity.</p> <p><b><u>Commonwealth of Massachusetts Fuel Gas and Plumbing Code:</u></b> This Code is founded upon certain principles of public health environmental sanitation and safety through properly designed, acceptably installed, and adequately maintained plumbing systems.</p> <p>The Building Department also reviews all sign applications and administers the Town's sign permit applications process.</p> <p>Department staff performs all requested inspections of structures undergoing construction and issues certificates of occupancies for all building permits when work is complete and all inspected work is in compliance with applicable regulations or codes and by-laws. In addition, department staff inspects buildings or tenant spaces used for the gathering of persons for purposes such as civic, social or religious functions, recreation, food or drink consumption, education, adult/children day care, etc.</p> <p>The Building Department is funded by its fiscal operational budget.</p> <p>The FY09 operational budget was \$430,272.                      The FY10 operational budget was \$450,925.                      The FY11 operational budget was \$461,601.                      The FY12 operational budget is \$467,911.</p> <p>Monies generated by the Building Department are by means of permit fees, and misc. fees.                      Total fees collected in FY09 amounted to \$ <b>976,721</b>.                      Total fees collected in FY10 amounted to \$ <b>926,841</b>.-decreased by approx. 5%                      Total fees collected in FY11 amounted to \$<b>1,206,173</b>- increased by approx. 37%</p> <p>The Building Department enforces state and national public safety codes and Town By-Laws.</p> <p>The Building Department actively investigates complaints filed with the office regarding building safety, zoning enforcement and general nuisance complaints. The Building Department also fields many calls to resolve other Town of Needham Departments' issues such as Police and Fire after hour public safety matters.</p> <p>Department staff works with other town departments involved with planning future developments in town.</p> <p>The Building Department continues enhancing information on the town web page and handouts</p>	

Department Information DSR1	
Department	Building Inspector
<p>designed to assist its customers. For example: MGL Chapter 112 Section 237 instituted a new law effective February 19, 2011, that the installation of any sheet metal work was to be permitted and performed by a sheet metal worker, licensed by the Massachusetts Board of Examiners of Sheet Metal Workers. This work is to be inspected by the Inspector of Building, Building Commissioner, or Local Building Inspector. To create as smooth of a transition as possible for trades- persons and property owners, the Building Department announced this new law coming into effect by means of hand outs and the Town web page. A sheet metal permit application and fee schedule was developed and also made available on the web page. This involved a comparative study of surrounding towns.</p> <p>The economy is still considered to be struggling. Yet, Needham continues to attract building, development, and new businesses. Prospective buyers appreciate that construction projects in our community, with regard to safety and zoning, receive full attention and that the Building Department is maintaining high standards. Property purchase in Needham continues to be steady.</p> <p>Number of new dwelling units constructed FY09- <b>83</b>                      Number of new dwelling units constructed FY10- <b>75</b>                      Number of new dwelling units constructed FY11- <b>77</b></p> <p>Despite the nation’s struggling economy, last fiscal year Needham property owners reported they spent <b>\$114,517,317</b> to construct or remodel <b>1,326,591</b> square feet to buildings and structures. This amounted to a <u>monthly</u> average of <b>\$9,543,151</b> and <b>110,549</b> square feet.</p> <p>Budget submission for level service is <b>\$482,659</b></p> <p><b><u>Salary &amp; Wages</u></b>                      FY13 Budget submission-<b>\$453,719</b>                      FY12 Budget submission-<b>\$451,816</b></p> <p><b><u>Services, Supplies &amp; Other Expenses</u></b>                      FY13 Budget submission-<b>\$28,940</b>                      FY12 Budget submission-<b>\$16,095</b>                      Submission of <b>\$28,940</b> is <b>\$12,845</b> higher because:                      Registration for Plumbing &amp; Gas Continuing education meetings increased from \$75 to \$100.                      Increase for 8 meetings = <b>\$200</b> = 25% increase                      Annual dues-ICC for Bldg Insp. increased from \$100 to \$125                      Increase = <b>\$25</b> = 25% increase                      Annual dues-SEMBOA for Bldg. Insp. increased from \$50 to \$70                      Increase = <b>\$20</b> = 40% increase                      Specialty printing costs from \$1400 to \$2000                      New Sheet Metal permit printing expense = <b>\$600</b> = approx. 43% increase                      State contract for Weights &amp; Measures = <b>\$12,000</b>  <b>Total increase: \$12,845</b></p>	
<b>Performance Factors</b>	
<p>The Building Department continues to maintain extensive document information on all town properties. Because of the availability of these well maintained, historical and current records, our department property files are constantly being requested for access &amp; review by the public and other town departments.</p>	

Department Information DSR1	
Department	Building Inspector
<p>The Building Department has provided and continues to offer a high level of customer service through several avenues.</p> <p><b><u>1.) Information: Written &amp; Verbal</u></b></p> <p><b><u>Written:</u></b></p> <p><u>On-line 'Easy Permit' Process:</u>                      Guided process for contractors and property owners preparing to build or remodel with links to zoning and building code informational sights.                      Permit applications-Building, Electric, Plumbing, Gas, Sheet Metal, Sign                      Fee schedules-Building, Electric, Plumbing, Gas, Sheet Metal                      Affidavits-Controlled Construction, Homeowner, Home Improvement Contractor, &amp; Workers' Comp.</p> <p><u>In-Office-</u>All permit applications-Fee schedules-All Affidavits-Residential zoning info.</p> <p>In addition, approximately 30-40 informational pamphlets have been generated by the Inspectors as an educational tool or guided process for tradespersons and property owners.</p> <p>New postings on the web page, and counter displays, as soon as any code changes or amendments are announced by the State.</p> <p><b><u>Verbal:</u></b></p> <p>Telephone assistance answering questions daily as to building, electric, plumbing &amp; gas codes, as well as zoning and sign by-laws.</p> <p>Telephone assistance and guidance as to permit process and special permit process.</p> <p>Telephone assistance providing property information; property history; ownership; contractor information; etc.</p> <p>Counter assistance answering endless questions as to permit process, property information, zoning information, contractor information, etc.                      Inspectors make their selves available before and during normal business hours too meet with contractors and property owners for questions and informal plan reviews.</p> <p><b><u>2.) Permit Review:</u></b>                      The Building Department reviews all building, electric, plumbing, gas, sheet metal, and sign applications.</p> <p>Number of total permits <u>issued</u> :*                      FY09-3,543                      FY10-3,281                      FY11-3,896                      *number of processed permits is greater than number of permits issued                      i.e. 4,020 permits were processed in FY11.</p> <p><b><u>3.) Inspections:</u></b>                      Adjustments in inspection scheduling to ensure on time arrival of inspectors.</p>	

Department Information DSR1			
<b>Department</b>	<b>Building Inspector</b>		
Developing an inspection process; resulting in eliminating unnecessary delays of project.			
Performance of requested inspections: <u>Building Inspector</u> FY09-2,914* inspections FY10-2,548* inspections-decrease by 12.5% FY11-3,151* inspections-increase of 19.2%			
Performance of requested inspections: <u>Plumbing and Gas Inspector</u> FY11-2,776* inspections-Data available only for FY11			
Performance of requested inspections: <u>Wiring Inspector</u> FY11-3,078* inspections-Data available only for FY11 *These numbers do not reflect emergency calls from Police & Fire Depts.			
<b>4.)<u>Complaints</u></b>			
The Building Department fields numerous calls daily from Needham residents expressing their concerns regarding neighborhood construction, zoning conformance, nuisances, noise, parking, water run off, trash, unsightly properties, abandoned properties, unsafe properties, working with out permits, illegal use of property, broken elevators, general maintenance. The Building Department also receives many written complaints regarding all of the same issues. The Building Department addresses all complaints by means of letters, phone calls, site visits, or, if applies, directing to the attention of another town department.			
<b>Spending Request Recap</b>			
Description	Base Request DSR2	Additional Request DSR4	Total
Personnel	453,719	6,900	460,619
Expenses	28,940	2,018	30,958
Operating Capital			
<b>Total Operating Request</b>	<b>482,659</b>	<b>8,918</b>	<b>491,577</b>
Special Financial Warrant Articles?	YES		NO <input checked="" type="checkbox"/>

Department Expenditure Detail DSR2									
Department				Building Inspector					
Object				Description				Amount	
DSR2A									
Personnel	FY 2011			FY 2012			FY2013		
	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		7
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?							Yes	No	X
1. Salary and Wage Permanent Positions.									
a. Regular Salary and Wage Sub Total							429,530		
b. Other Salary and Wage Sub Total									
Sub Total 1							429,530		
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a. Bldg. Insp coverage during vacations, sick & education meetings.									
b. Plg. & Gas and Wiring Insp. coverage during vac., sick & educ. meetings							18,892		
c.									
d.									
e.									
f.									
Sub Total 2							18,892		
3. Salary and Wage Overtime (Itemized Below)									
a. Staff overtime during absenteeism & special projects							5,297		
b.									
c.									
d.									
e.									
f.									
Sub Total 3							5,297		
4. Other Salary and Wage Expenses - (Itemized Below)									
a.									
b.									
c.									
d.									
e.									
f.									
Sub Total 4									
5. Total Salary and Wages (1+2+3+4)							453,719		
DSR2B									
Object				Description				Amount	
Energy									
Repairs & Maintenance Services									
Rental & Leases									
Other Property Related Services									
Professional & Technical Services				Registration fees/continuing education meetings & seminars				5,231	

Department Expenditure Detail DSR2		
Department	Building Inspector	
Object	Description	Amount
Communications	Cell phones(1,800) Postage & Const. Service (669) special printed forms & state applications (2,000)	4,469
Recreational & Cultural Services		
Other Purchased Services	Weights & Meas. Annual legal ad	100
Office Supplies	Folders, binders, paper, desk & office supplies, archive storage boxes, small 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	Contract with Massachusetts division of Weights & Standards	12,000
Travel & Mileage	Mileage ,lodging, meals tolls, parking & transportation for meetings & conferences	2,111
Dues & Subscriptions	Inspector annual dues and updated codebooks	880
<b>6. Total Expenses</b>		<b>28,940</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>482,559</b>

<b>Performance Improvement Funding Request DSR4</b>			
<b>Department</b>	<b>Building Inspector</b>		
Title	Additional funds for Subst. Inspectors and Staff overtime	Priority	<b>1</b>
<b>DSR4</b>			
Expenditure Classification	Frequency		Total \$
	Recurring \$	One-Time \$	
Salary and Wage	\$6,900		\$6,900
Expense			
Operating Capital			
<b>Total</b>	<b>\$6,900</b>		<b>\$6,900</b>
<b>Budgetary Considerations</b>	<b>YES</b>	<b>NO</b>	
1. Are there additional costs to implement this request (except future year operating costs) that are <b>NOT</b> included in this request?		<b>X</b>	
2. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?		<b>X</b>	
3. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?		<b>X</b>	
4. Does the request support activities which produce revenue for the Town?	<b>X</b>		
5. If the request is not approved, will <b>current</b> Town revenues be negatively impacted?	<b>X</b>		
6. Is there an increased exposure for the Town if the request is <b>not</b> approved?	<b>X</b>		
7. Is specialized training or licensing required (beyond the initial purchase)?		<b>X</b>	
8. If applicable, will the item(s) being replaced be retained by the Town?		<b>N/A</b>	
9. Does this request address a documented health or safety issue?		<b>X</b>	
<i>All "YES" responses must be explained in the narrative</i>			
<b>Description and Explanation</b>			
Request for increase in overtime funds: 150 hours - \$4,950 Request for increase in Subst. Insp. coverage: 75 hours - \$1,950 <b>Total request: \$6,900</b>			
The Building Department is experiencing continuous growth in permit applications and inspections requests. Not only is there increase in numbers, but also in major projects as to size and time involved from start to finish. <b>For example:</b> A kitchen remodel is 1 building permit; new construction dwelling is 1 bldg. permit; Town Hall project is 1 bldg. permit. Duration to occupancy of kitchen remodel approx. 1 month; new dwelling approx. 3-6 months; Town Hall project approx. 20 months. <b>Planning Board Major Projects</b> approved for construction <b>to date</b> include, but not limited to, 6 new construction commercial buildings and 5 commercial interior renovations amounting to approx. 817,806 square feet.			
Of the 4,020 permits processed in FY11, several required a lengthy, time consuming review based on the nature of the project.			

Performance Improvement Funding Request DSR4			
Department	Building Inspector		
Title	Additional funds for Subst. Inspectors and Staff overtime	Priority	<b>1</b>
<p>FY12 from July 1<sup>st</sup> through September 30<sup>th</sup> the building department has issued cumulatively 1,237 permits.</p> <p>The introduction of the new sheet metal program, from the Massachusetts Division of Professional Licensure, which came into effect February 19, 2011, mandates permitting to be required and inspections performed by the Building Inspector. A minimum of 2 inspections are required on construction work involving any duct work performed by a licensed sheet metal worker. Additional administrative paperwork is also required.</p> <p>Overtime monies spent for FY12 is already \$2,197 over operational budget. This reflects approximately 67 of additional hours worked that have been required to meet inspection requests, permit review, and administrative paperwork associated with all. Based on the volume and size of projects underway, more than normal business hours will be worked to continue to perform these services for the remainder of this fiscal year.</p> <p>An increase in overtime funding will prevent an overture of spending on services that will inevitably be required.</p> <p>Inspections are often requested for buildings, businesses, or schools to be performed after normal business hours, as power needs to be shut off.</p> <p>Often an inspection request for the Plg. &amp; Gas Inspector on commercial projects have required 1-2 hour gas test. One particular test required 4 hours. In order to meet all other requested inspections, a substitute is called in. Given the frequency of having to meet this demand with past projects and the projected commercial projects, additional hours for substitute coverage are needed.</p> <p>Being available to perform multiple inspections; meet with customers; preliminary and formal reviews of permits, whether during or outside business hours, demonstrates to property owners the quality of customer service the Town of Needham Building Department provides.</p>			

Performance Improvement Funding Request DSR4			
Department	Building Inspector		
Title	Two Way Radios for Town Vehicles	Priority	2
DSR4			
Expenditure Classification	Frequency		Total \$
	Recurring \$	One-Time \$	
Salary and Wage			
Expense		\$ 2,018	\$ 2,018
Operating Capital			
Total		\$ 2,018	\$ 2,018
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?			<b>X</b>
2. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?		<b>X</b>	
3. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?			<b>X</b>
4. Does the request support activities which produce revenue for the Town?			<b>X</b>
5. If the request is not approved, will <b>current</b> Town revenues be negatively impacted?			<b>X</b>
6. Is there an increased exposure for the Town if the request is <b>not</b> approved?			<b>X</b>
7. Is specialized training or licensing required (beyond the initial purchase)?			<b>X</b>
8. If applicable, will the item(s) being replaced be retained by the Town?			<b>X</b>
9. Does this request address a documented health or safety issue?			<b>X</b>
<i>All "YES" responses must be explained in the narrative</i>			
Description and Explanation			
<p>The Building Department has the need for two-way radios in the town assigned vehicles. This equipment is needed when responding to emergencies that involve communication with a command center. Currently, two of the vehicles that our Inspectors use do not have this equipment. The Department of Public Works Garage division will make the necessary arrangements if funding is made available.</p> <p>Two way radio communications meets the requirement for Emergency Management response.</p> <p>Immediate Inspector response and communication during emergency situations is vital for their safety and information used which support reimbursement to the Town for expenses incurred as a result of providing response.</p>			

Department Information DSR1	
Department	Department of Public Works
Operational Considerations	
<p><b>" The Department of Public Works plans, designs, constructs, operates, maintains and manages all physical facilities that are necessary or desirable to community life"</b></p> <p>What if this statement were not true? What if the Department of Public Works did not exist? What would a day in the life of a typical Needham family look like?</p> <p>With a Department of Public Works, a day in the life of Needham households might go as follows:</p> <p>As the day begins, the sun is unfortunately obscured by gray skies and heavy rain. The alarm clock clamors relentlessly until someone finally rises. The lights are turned on. A quick look out the window reveals torrents of rain running in the gutters and into the drain in front of the house. The first stop is the kitchen to draw water from the faucet to start a pot of coffee and begin breakfast. Toast is thrown into the toaster and eggs are dropped in a pan on the stove. The next stop is into the bathroom for a shower and other necessary activities.</p> <p>After breakfast, children are piled into the car on the way to school. Traffic is backed up at the traffic light as children crossing are whisked across by a crossing guard. After the drop-off, further delays are incurred while waiting for a train to pass and the gates to lift. At this point, our Needhamite could either head for Route 128 to commute to work or park at one of the train station lots and board the train.</p> <p>In another household, the Needhamites are home collecting recyclables and loading yellow bags of trash into their vehicle to head off to the Recycling and Transfer Station (RTS). At the RTS the first stop is the bottle &amp; can shed and the Goodwill trailer then a quick peek in the Re-Use-It area. Finally, the yellow bags, paper and commingle and placed into their proper containers while a truck pulls away with a trailer full of trash.</p> <p>As the sun comes out, playgrounds fill with small children and dogs and their owners walk through the Town Forest.</p> <p>In the evening, a High School varsity team plays under the lights. After the game, parents and their teenagers find their cars under the parking lights. As they drive home, the flicker of televisions and computers is visible.</p> <p>Later, a lone police cruiser drives through the streets lined with street lights and houses dark until dawn and the start of a new day in Needham.</p> <p>Without a DPW, here is what it might look like:</p> <ul style="list-style-type: none"> <li>• Without the road network, the telephone, cable TV, electric and gas utilities could not bring the communications, entertainment and power over poles and wires to operate the alarm clocks, coffee pots, toasters, televisions and computers or natural gas for heat or cooking.</li> <li>• Without the pavement, curbing, catch basins and drain pipes the rain could not be carried away.</li> <li>• Without the wells, pump stations, storage tanks, water mains and service pipes there would be no water used for cooking, laundry, and hygiene.</li> <li>• Without the sewer connections, sewer mains, pump stations and treatment systems, wastewater could not be collected and treated from the sinks, dishwashers, showers, toilets</li> </ul>	

**Department Information  
DSR1**

<b>Department</b>	<b>Department of Public Works</b>
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- and washing machines.
- Without the streets, sidewalks, traffic signals, crosswalks, lane striping, road signs and street signs, motor vehicles, bicycles and pedestrians would not be able to move safely throughout town.
- Without the processing of solid waste, recycling and composting, each household would be individually responsible for disposing of these materials almost daily.
- Without the trees, parks, playgrounds, and athletic fields, the quality of life would be severely reduced

Without the materials, supplies, services, vehicles, equipment, tools and most important the people of the DPW, all of these “physical facilities” would not be **planned, designed, constructed, operated, maintained or managed** in the manner that citizens have determined is **necessary and desired** for community life in Needham.

Significant Changes Between FY 11 and FY 12

- The total FTE in the Public Works General Fund has been reduced from 56.3 in FY 11 to 49.0 in FY 12 as a result of the reduction of 2 full time position in the Parks and Forestry Division and the transfer of all drain staff to either the Water or Sewer Enterprise Funds reflecting that drain work occurs entirely within those two Funds.
- The Snow and Ice budget was increased from \$200,000 to \$400,000 reflecting that Snow and Ice expenditures have not been less than \$400,000 for a number of years.

**Administration -**

The Administration division supports and helps manage all other Public Works divisions’ activities.

**Engineering -**

The Engineering Division supports other Public Works divisions’ activities, Town Departments and agencies, and manages much 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.

Significant Changes Between FY 11 and FY 12

- Funding of re-monumentation of roads \$25,000 annually (DSR-4 funded in 2012).

**Garage -**

The Garage is a support division for all Public Works divisions and other Town Departments as needed and is responsible for the maintenance of approximately 400 vehicles and items of equipment. This does not include specialty items that are maintained within each division, such as chainsaws in Parks and Forestry. The Garage also maintains the fuel depot on Dedham Avenue.

Significant Changes Between FY 12 and FY 13

- The increase in vehicular supplies reflects a slight decrease in overall fuel usage coupled with an increase in fuel costs, totaling approximately 8% vs. an increase in diesel of 12.6% and gasoline of 16.8%. All the fuel and vehicular supplies other than the Enterprise Funds and

**Department Information  
DSR1**

**Department** | **Department of Public Works**

specialized supplies have now been aggregated in the Garage division line allowing for better tracking of these expenses.

Department	Gasoline usage in gallons			Diesel fuel usage in gallons		
	FY 2009	FY 2010	FY 2011	FY 2009	FY 2010	FY 2011
Assessors	186	167	185			
Board of Health	83	60	55			
Building	1,386	1,480	1,514			
Council on Aging	1,106	1,246	1,382			
Fire	2,258	2,357	1,875	6,585	6,955	6,973
Needham Housing Auth	3,168	3,994	4,541	14	8	21
Public Facilities - Ops	5,918	6,888	7,915	34		
School Department				1,449	1,703	5,551
<b>DPW</b>						
Administration	354	253	504			
Drains					788	2,289
Engineering	2,236	1,755	913			
Garage	1,127	1,303	1,318	444	336	233
Highway	2,084	1,560	1,589	15,915	11,946	18,491
Parks and Forestry	2,532	2,457	2,206	9,904	10,764	12,949
RTS	520	275	635	340	140	601
Sewer	2,777	2,356	1,603	5,137	5,280	12,197
Water	6,849	8,366	8,677	4,846	11,248	4,255
<b>Total</b>	<b>32,584</b>	<b>34,517</b>	<b>34,912</b>	<b>44,668</b>	<b>49,168</b>	<b>63,560</b>

Beginning in FY 2012, DPW will begin tracking Snow and Ice removal program fuel usage separately from the divisional usage, resulting in a more accurate picture of each division's fuel use. The main operating divisions with a heavy fuel usage in heavy Snow and Ice seasons are the Highway division, and to a lesser extent the Parks and Forestry division.

The spikes in fuel usage in the Water division FY 11 and the Sewer division FY 12 are primarily related to the extended by-pass pumping at Reservoir B and the Hartney-Greymont culvert.

The increase in gasoline usage by the Public Facilities – Operations division is due to the addition to the second HVAC van.

**Highway –**

The Highway Division is responsible for the maintenance and improvement of roads and sidewalks throughout Town, the maintenance of traffic signals and signage, and the snow and ice removal program. There are four main sources of funding for road maintenance and improvement Federal/ State Transportation funds, the State Chapter-90 program, the Town Capital Improvement Program (CIP) and the General Fund Operating Budget.

**Department Information  
DSR1**

**Department** | **Department of Public Works**

Road and Sidewalk Improvements Funding		
Year	Chapter 90	CIP
FY 2007	\$556,035	\$900,000
FY 2008	\$694,876	\$1,000,000
FY 2009	\$695,922	\$820,000
FY 2010	\$695,374	\$875,000
FY 2011	\$713,988	\$533,700
FY 2012	\$905,446	\$552,000

Significant Changes Between FY 12 and FY 13

- The Other Property Related Services line has increased by \$24,180 and the Public Works Supplies line has increased by \$11,880 reflecting a 9% increase for the asphalt inflator built into the Town's specifications for the services contract which reflects the standard practice for State contracts.

**Parks and Forestry –**

Significant Changes Between FY 11 and FY 12

- Reduced the FTE from 18 to 16.
- Reduced temporary laborers from 9 to 6.
- Increased other property related services by \$55,000 for outsourcing of mowing services and other building aprons maintenance needs at the schools.
- Increased the fertilizer budget \$20,000 (DSR-4 funded in FY 2012).
- Increased the seed budget \$10,854 (increased in FY2012 in Operating Budget).

Significant Changes Between FY 12 and FY 13

- Reallocated money in different line items to increase field renovation and repair (cut \$5,000 out of tree removals and \$3,000 out of plumbing and irrigation service).
- Increased repair and maintenance services for small specialty equipment not normally serviced by the Garage Division.
- Added \$14,625 for topdressing materials in grounds keeping supplies.
- Increased the amount for the purchase of seed by \$12,560.
- Increased professional consultant services by \$1,000 to help with planning of major field renovations.
- Increased fencing services by \$2,600 from \$2,400 to \$5,000 for a fencing replacement program for all post and rail fences.

Department Information DSR1	
<b>Department</b>	<b>Department of Public Works</b>
Performance Factors	
<b>Administration -</b>	
<u>FY 11 Accomplishments:</u>	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Completed tracking spreadsheet of DPW projects.</li> <li><input type="checkbox"/> Started reporting meetings for project and operations updates.</li> <li><input type="checkbox"/> Completed a spreadsheet of contracts and procurement for the Department.</li> </ul>	
<u>FY 2013 Goals:</u>	
<ul style="list-style-type: none"> <li><input type="checkbox"/> With the Garage Division, implement a work order system for the maintenance and repairs of vehicles and equipment.</li> <li><input type="checkbox"/> Implement timely Water and Sewer services billing.</li> <li><input type="checkbox"/> Investigate and implement, if appropriate, Water and Sewer billing that includes Water and Sewer services as one bill.</li> <li><input type="checkbox"/> With the Highway Division, implement a standard procedure and report for Snow and Ice events.</li> </ul>	
<b>Engineering -</b>	
<u>FY 11 Accomplishments:</u>	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Completed 16 Planning Board filings - 100% within four weeks, including Town Hall site plan reviews, Newman Elementary School reviews, Volante Farms review, the Theater block site plans, Needham Golf Club site plan, and Pollard School reviews.</li> <li><input type="checkbox"/> Major Capital Projects completed include Hartney-Greymont MBTA Culvert Design and Construction, Kendrick Street Bridge Design, Water Main Replacement (Pickering St. and Garden St.), completed Well Field Feasibility Study and Elm Bank, and Greendale and High St. Intersection Improvement Design.</li> </ul>	
<u>FY 2013 Goals:</u>	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Re-Monument Broadmeadow Road.</li> <li><input type="checkbox"/> Complete Reservoir B sewerage pumping station.</li> <li><input type="checkbox"/> Analyze municipal street light reduction.</li> </ul>	
<b>Garage - (next page)</b>	

**Department Information  
DSR1**

**Department** | **Department of Public Works**

**Garage:**  
 purchase capital vehicles and equipment for all Public Works divisions  
 maintain approximately 400 vehicles and items of equipment

Objective	Efficiency	Effectiveness	Action Plan
purchase capital vehicles and equipment	annually update replacement spreadsheet by September complete purchase of vehicles and equipment funded by Town Meeting within 6 months of appropriation	100%  Will begin tracking next year	Draft specifications for vehicles and equipment prior to Town Meeting
reduce downtime for vehicle and equipment maintenance and repairs	perform scheduled preventive maintenance on vehicles and equipment every 300 to 400 gallons of fuel used	unknown	implement tracking system and work order notification to division superintendents
	diagnose repair needed within 48 hours of report of problems - repair in Garage or outsource repairs within 48 hours of diagnosis	unknown	implement work order system for division superintendents and Garage employees to communicate problems to Garage and Garage to communicate actions taken
prepare vehicles and equipment for seasonal uses	have leaf collection equipment prepared and ready for use by October 1st (weather dependent)	100%	
	have snow & ice equipment (8 slide-in material spreaders, 8 sidewalk tractors) readied, installed and tested by November 1st (weather dependent)	100%	
	Have material spreader removed from trucks and trucks ready for normal use by May 1st (weather dependent)	100%	

**Department Information  
DSR1**

**Department** | **Department of Public Works**

**Highway and Traffic –**

<b>Roadway Rehabilitation: maintain and rehabilitate roadways and sidewalks</b>			
<b>Objective</b>	<b>Efficiency</b>	<b>Effectiveness</b>	<b>Action Plan</b>
achieve an average Pavement Condition Index (PCI) of 80 or above for all roads – in 7 years	identify and prioritize roads based upon condition of road and apply proper maintenance treatment or rehabilitation	percentage of roads at a PCI or 80 or above: 2004: 39% 2006: 41% 2009: 54%	update PCI rating, which is done every two to three years  identify percentage of roads with PCI below 60  establish target not to exceed percentage of roads below PCI of 60
increase the maintenance and rehabilitation of sidewalks based on a condition assessment	identify and prioritize sidewalks based upon condition, school walking route, and use	unknown	obtain a rating of the conditions of the sidewalks
fill all potholes within 72 hours of report	percentage completed within three days and number of reports open for more than 3 days	for calendar year 2010: 2.96 average days to fill potholes 71% filled within 3 days	record safety issues versus non-safety issues in tracking data

<b>Total roadway and sidewalk rehabilitation programs by fiscal year for the past three years</b>			
<b>Program</b>	<b>FY 11</b>	<b>FY 10</b>	<b>FY 09</b>
Asphalt Paving	5.98 lane miles	12.3 lane miles	17.9 lane miles
Asphalt Curbing	28,750 feet	35,250 feet	45,000 feet
Micro Surfacing	0 lane miles	3.9 lane miles	6.22 lane miles
Chip Seal (Double)	5.25 lane miles	0 lane miles	5.06 lane miles
Rubberized Crack Seal	5,280 gallons	4,130 gallons	3,850 gallons
Granite Curbing	2,050 feet	5,100 feet	8,250 feet
Asphalt Sidewalk	2.80 miles	2.70 miles	2.90 miles
Aprons Repaired & Adjusted	185 driveways	295 driveways	445 driveways
Handicap Ramps	35 ramps	54 ramps	38 ramps

Micro Surfacing is a maintenance tool mostly used for higher volume roadways. Chip seal is

**Department Information  
DSR1**

**Department** | **Department of Public Works**

primarily for the lower volume residential roads. The rubberized crack seal is either done in advance of the micro surfacing, cheap sealing, and asphalt overlays, or as a preventative maintenance technique on higher PCI level roads.

Some of the roadway and sidewalk rehabilitation completed in FY 11 included Great Plain Avenue sidewalk from Lincoln Street to Warren Street, Highland Avenue road rehabilitation, curbing, and handicap ramps from May Street to Rosemary Street, and School Street sidewalk, curbing, and ramp rehabilitation.

Energy Usage for traffic signals has been decreasing with the increase in LED fixtures replacing the old incandescent ones.

***Traffic Lights***

	2008	2009	2010	2011
Energy Usage in KWh	172,747	155,241	130,557	114,029
Number of Intersections (does not include school crossings)			26	27
% LED fixtures			46%	53%

FY 2013 Goals:

- Complete street sign conversion program.
- Increase annual sidewalk rehabilitation/reconstruction to 4 miles per year.
- Perform a Townwide sidewalk inventory condition assessment and consider total sidewalk mileage reduction.
- Standardize Snow & Ice operating procedures and limit of work for removing snow from arterial streets in the downtown and heights business areas within 48 hours.

**Parks & Forestry –**

<b>Parks - Field Maintenance: 88 total acres of fields, parks, and other maintained land</b>			
<b>Objective</b>	<b>Efficiency</b>	<b>Effectiveness</b>	<b>Action Plan</b>
Increase usability of 25 acres of marquis fields	mowing and trimming - cut and trim before major events; ideally twice per week mowing and bi-weekly trimming	50%	contract school grounds mowing and trimming; coordinate better with Athletic Director and user groups regarding notice of major events
	fencing maintenance - repair	50%	increase budget for

**Department Information  
DSR1**

<b>Department</b>		<b>Department of Public Works</b>		
		within 2 weeks of notification		repairs
		bubbler repairs - repair within 2 weeks of notification	25%	implement on-call plumbing contract
Sustain playability and usability of remaining 63 acres		mowing and trimming, leaf pick up, limb removal	66%	identify pocket parks for in-house renovations on an annual basis

<b>Forestry:</b>			
<b>maintain school bus routes, street trees, park trees, Town forest, Town nursery, and setback plantings</b>			
<b>Objective</b>	<b>Efficiency</b>	<b>Effectiveness</b>	<b>Action Plan</b>
Plant 125 trees per year	plant 100 purchased trees and 25 trees from the nursery	90%	continue to work with outside contractors on tree spading
Timely pruning of trees	Pruning of trees within three months of creation of work orders - approximately 75 work orders per season, 300 per year - current backlog of several years	50%	prioritize response according to hazard risk assessment
	structurally prune pocket parks and fields on a three year rotation	75%	implement a rotation schedule
Arbor Day Celebration at a local school	educate and plant seedlings at one school per year	100%	

The Parks and Forestry division will begin tracking data to correlate the maintenance program on each field with the number of closings required. It is anticipated that the data will show that increased maintenance results in increased playability of fields.

**FY11 Accomplishments:**

- Planted over twice the amount of street trees and park trees: 133 trees.
- Planted 103 trees at the Town nursery, a small increase over prior years.
- Fertilized, verti-drained, overseeded 13 fields twice and aerated over 74 acres of natural grass, including Cricket, Memorial and McLeod fields.

Department Information DSR1							
<b>Department</b>	<b>Department of Public Works</b>						
<input type="checkbox"/> Increased the amount of hours spent on diamond work. <input type="checkbox"/> Implemented an expanded maintenance program on the new artificial turf fields. <input type="checkbox"/> Resurrected the Town Of Needham setback planting policy. <input type="checkbox"/> Worked with 13 different organizations to create new plant beds and other town-wide improvements as part of the Needham 300 anniversary. <input type="checkbox"/> Completed the renovation of Asa Small, including new fencing, backstop, and dugouts.							
<u>FY 13 Goals:</u>							
<input type="checkbox"/> Continue renovation of Town fields, including irrigation of Claxton, Pollard and Greene. <input type="checkbox"/> Continue to re-establish the urban forest - plant 125 trees annually. <input type="checkbox"/> Continue working with outside groups on beautification of Town lands.							
Spending Request Recap							
Description	Base Request DSR2	Additional Request DSR4	Total				
Personnel	3,123,223		3,123,223				
Expenses	1,416,915	37,000	1,453,915				
Operating Capital	6,500		6,500				
<b>Total Operating Request</b>	<b>4,546,638</b>	<b>37,000</b>	<b>4,583,638</b>				
Snow and Ice	410,000		410,000				
<b>Total</b>	<b>4,956,638</b>	<b>37,000</b>	<b>4,993,638</b>				
Special Financial Warrant Articles?			<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; text-align: center;">YES</td> <td style="width: 25%; text-align: center;">  </td> <td style="width: 25%; text-align: center;">NO</td> <td style="width: 25%; text-align: center;">x</td> </tr> </table>	YES		NO	x
YES		NO	x				

Department Expenditure Detail DSR2									
Department				Department of Public Works					
Object				Description				Amount	
DSR2A									
Personnel	FY 2011			FY 2012			FY2013		
	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		56.3	49		49	49		49
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?							Yes	No	X
1. Salary and Wage Permanent Positions.									
a. Regular Salary and Wage Sub Total							2,853,985		
b. Other Salary and Wage Sub Total							62,700		
Sub Total 1							2,916,685		
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a. 6 Summer Help - Parks and Forestry							34,500		
b. 2 Summer Help - Engineering							11,500		
c. 1 Summer Help - Administration							5,750		
d.									
e.									
f.									
Sub Total 2							51,750		
3. Salary and Wage Overtime (Itemized Below)									
a. Highway and Traffic							86,356		
b. Parks and Forestry							38,832		
c. Garage							14,600		
d. Engineering							5,000		
e. Administrative							10,000		
f.									
Sub Total 3							154,788		
4. Other Salary and Wage Expenses - (Itemized Below)									
a.									
b.									
c.									
d.									
e.									
f.									
Sub Total 4									
5. Total Salary and Wages (1+2+3+4)							3,123,223		
DSR2B									
Object				Description				Amount	
Energy				Electricity				\$64,079	
				Natural Gas				\$5,701	
Repairs & Maintenance Services				Copier Repairs, Printer Repairs, Typewriter Repairs,				122,062	
				• Administration				\$2,810	
				• Engineering				\$ 930	
				Large Document Copier, Survey					

Department Expenditure Detail DSR2		
Department	Department of Public Works	
Object	Description	Amount
	Equipment Maint. • Garage \$29,000 Vehicle & Equipment Repairs, Fuel Tank testing, Shop Equipment Inspections, • Highway & Traffic \$47,500 Specialty Signs, Roadway Markings, Repair & Maint. For Traffic Signals • Parks & Forestry \$41,822 Equipment Repair, Fencing, Field Renovation and Repair, Scoreboard Maintenance, Electrical Repair, Plumbing and Irrigation, and Rosemary Pool Maintenance	
Rental & Leases	• Administration \$ 0 • Engineering \$ 0 • Garage \$3,000 Shop Supplies, Maintenance Software Agreement, • Highway & Traffic \$ 0 • Parks & Forestry \$ 0	3,000
Other Property Related Services	• Administration \$ 0 • Engineering \$ 0 • Garage \$ 0 • Highway & Traffic \$476,200 Asphalt Paving, Road Surface Treatments, Crack-Sealing, Sweeping & Disposal, Fence & Guardrail, Sidewalk, Handicap Ramps. • Parks & Forestry \$ 65,578 School Grounds Cuttings, Fertilizer Applications, and Tree Services	541,778
Professional & Technical Services	• Administration \$1,275 Training, Seminars, Conferences • Engineering \$25,450 Monumentation, Conferences & Seminars, • Garage • Highway & Traffic \$ 9,665 Core Sampling & Test Analysis, Inspectional Services • Parks & Forestry \$ 4,800 Police Details, Seminars and Schooling, Fees, and Professional Consulting	41,190
Communications	Cell Phones, Postage, Telephones, Printing, Legal Advertising, 2-Way Radio System	17,485

Department Expenditure Detail DSR2		
Department	Department of Public Works	
Object	Description	Amount
	<ul style="list-style-type: none"> <li>• Administration \$3,235</li> <li>• Engineering \$3,500</li> <li>• Garage \$1,300</li> <li>• Highway &amp; Traffic \$6,100</li> <li>• Parks &amp; Forestry \$3,350</li> </ul>	
Recreational & Cultural Services		
Other Purchased Services	<ul style="list-style-type: none"> <li>• Administration \$ 0</li> <li>• Engineering \$ 0</li> <li>• Garage \$5,600</li> </ul> Vehicle Inspections, Emissions Testing, <ul style="list-style-type: none"> <li>• Highway &amp; Traffic \$ 5,900</li> </ul> Police Details <ul style="list-style-type: none"> <li>• Parks &amp; Forestry \$ 3,125</li> </ul> Pesticide Spray Application	14,625
Office Supplies	<ul style="list-style-type: none"> <li>• Administration \$12,100</li> </ul>	\$12,100
Building & Equipment Supplies	<ul style="list-style-type: none"> <li>• Administration</li> <li>• Engineering</li> <li>• Garage \$1,725</li> </ul> Engine Testing Equipment & Tools <ul style="list-style-type: none"> <li>• Highway &amp; Traffic \$ 0</li> <li>• Parks &amp; Forestry \$ 350</li> </ul> Light Bulbs, Paint, and Hardware	2,075
Custodial Supplies	Hand Soap, Paper Goods, Shop Towels <ul style="list-style-type: none"> <li>• Administration</li> <li>• Engineering</li> <li>• Garage \$ 500</li> <li>• Highway &amp; Traffic \$1,000</li> <li>• Parks &amp; Forestry</li> </ul>	1,500
Grounds Keeping Supplies	<ul style="list-style-type: none"> <li>• Administration</li> <li>• Engineering</li> <li>• Garage \$ 0</li> <li>• Highway &amp; Traffic \$1,000</li> </ul> Seed & Fertilizer <ul style="list-style-type: none"> <li>• Parks &amp; Forestry \$118,100</li> </ul> Pesticides, Trees & Shrubs, Mulch, Tools, Parts & Accessories, Topdressing, Marking Lime, Irrigation Supplies, Beach Sand, Fertilizer, Seed, Infield Mix, Quick Dry Clay	119,100
Vehicular Supplies	<ul style="list-style-type: none"> <li>• Administration</li> <li>• Engineering</li> <li>• Garage \$252,500</li> </ul> Gasoline, Diesel, Vehicle Repair Parts, Batteries, Tires <ul style="list-style-type: none"> <li>• Highway &amp; Traffic \$ 5,400</li> </ul> Street Sweeper Replacement Brooms,	260,100

Department Expenditure Detail DSR2		
Department	Department of Public Works	
Object	Description	Amount
	Other Specialty Supplies. • Parks & Forestry \$2,200 Miscellaneous	
Food and Service Supplies		
Medical Supplies	• Administration • Engineering • Garage \$2,000 Vehicle First Aid Kits • Highway & Traffic \$ 0 • Parks & Forestry \$ 750	2,750
Public Works Supplies	• Administration • Engineering \$1,100 Drafting, Engineering, Surveying Supplies • Garage \$9,000 Steel, Lumber, Welding Supplies, Hardware Supplies, • Highway & Traffic \$143,830 Asphalt, Granite Curbing, Masonry Supplies, Lumber, Hardware, Traffic Signs. Traffic Marking Paint, Traffic Signal Parts • Parks & Forestry \$ 10,550 Lumber, Paint, Tools, Parts & Accessories, Misc. Hardware, Field Marking Supplies	164,480
Other Supplies & Equipment	• Administration \$1,200 • Engineering \$1,100 Plan Size Copy Paper, Large Toner Bar, Books & Manuals • Garage \$5,700 Clothing Supplies, Shop Safety Supplies, 2-Way Radio Supplies, License Renewals • Highway & Traffic \$16,800 Tools, Traffic Control Devices, Clothing, License Renewals, Dead Animal Control Supplies • Parks & Forestry \$ 9,180 Clothing, Work & Safety Gear, Supplies and Equipment	33,980
Governmental Charges	• Engineering \$ 500 Registry of Deeds Fees • Highway \$ 200 • Parks & Forestry \$ 1,260 Hoisting Licenses, CDL Licenses, Pesticide Licenses & Certifications	1,960
Travel & Mileage	• Administration \$2,000	4,300

<b>Department Expenditure Detail DSR2</b>		
Department	Department of Public Works	
Object	Description	Amount
	<ul style="list-style-type: none"> <li>• Engineering \$ 600</li> <li>• Garage \$1,600</li> <li>• Highway &amp; Traffic \$ 0</li> <li>• Parks &amp; Forestry \$ 100</li> </ul>	
Dues & Subscriptions	Professional Memberships, APWA <ul style="list-style-type: none"> <li>• Administration \$1,200</li> </ul> Law Books <ul style="list-style-type: none"> <li>• Engineering \$1,000</li> </ul> ASCE/BSCE, MALSCE, Prof. Lic. <ul style="list-style-type: none"> <li>• Garage \$ 700</li> </ul> NAFA, <ul style="list-style-type: none"> <li>• Highway &amp; Traffic \$ 400</li> </ul> APWA, Ma. Highway Assoc. NBM Highway Assoc. Inter. Mun. Signal Assoc. <ul style="list-style-type: none"> <li>• Parks &amp; Forestry \$ 1,350</li> </ul> Mass Tree Wardens, New England Sports Turf Managers, International Society of Arborists	4,650
<b>6. Total Expenses</b>		<b>1,416,915</b>
<b>DSR2C</b>		
Capital Equipment Replacement	Sod Cutter & Field Stripper – Parks and Forestry	6,500
<b>7. Total Operating Budget Capital</b>		<b>6,500</b>
<b>8. Total Base Request (Line 5 + Line 6 + Line 7)</b>		<b>4,546,638</b>

Performance Improvement Funding Request DSR4				
Department	Public Works – Parks and Forestry			
Title	Memorial Park Field Renovation	Priority	1	
DSR4				
Expenditure Classification	Frequency		Total \$	
	Recurring \$	One-Time \$		
Salary and Wage				
Expense		17,000		17,000
Operating Capital				
Total		17,000		17,000
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?			<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 <b>current</b> 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 <b>not</b> 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 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 request is to fund the renovation and modification of the root zone at Memorial Field. Even though this field was rebuilt a little over two years ago it needs significant modifications to be able to perform according to the expectations of user groups. The field has had significant drainage and compaction problems since being rebuilt. The root zone was sent out for testing. The report indicates that the specifications called for a sand-based root zone mix. The field that was not built to specifications which in turn results in an inferior root zone that is highly compacted and holds water. To alleviate some of these construction flaws the field must be aggressively core-cultivated, removing the spoils and filling with sand topdressing. The topdressing would be worked into the open holes as well as soil amendments to increase porosity and cation exchange capacity. This field will also need to be verti-drained to relieve some of the sub surface compaction.</p>				

Performance Improvement Funding Request DSR4				
Department	Public Works – Parks and Forestry			
Title	Landscape Beautifications	Priority	2	
DSR4				
Expenditure Classification	Frequency		Total \$	
	Recurring \$	One-Time \$		
Salary and Wage				
Expense	10,000			10,000
Operating Capital				
Total				
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?			<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 <b>current</b> 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 <b>not</b> 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 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>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 other areas in Town. The contractor would provide weeding, mulching, pruning, site cleanup and the amount could be reduced as sustainable plants become incorporated into the settings.</p>				

Performance Improvement Funding Request DSR4			
Department	Public Works - Engineering		
Title	GIS Monument Grid System	Priority	2
DSR4			
Expenditure Classification	Frequency		Total \$
	Recurring \$	One-Time \$	
Salary and Wage			
Expense	10,000		10,000
Operating Capital			
Total	10,000		10,000
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?		<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 <b>current</b> 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 <b>not</b> 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> <p>The system of physical monuments in the field will allow the Town to:</p> <ul style="list-style-type: none"> <li>• Obtain accurate locations of all utilities.</li> <li>• Better manage utilities by obtaining vertical coordinates as well as horizontal. This is particularly useful in hilly areas, such Birds' Hill or North Hil</li> <li>• Respond better to emergency conditions like street flooding. For example, last winter, Highland Avenue was flooded. The street was blanketed in heavy snow. The</li> </ul>			

Performance Improvement Funding Request DSR4			
Department	Public Works - Engineering		
Title	GIS Monument Grid System	Priority	2
<p>snow was pushed into the gutters. To relieve the flooding the DPW had to unbury a catch basin. Without accurate coordinates, the catch basin could not be located. The DPW was within four feet from the actual location of the catch basin grate. It took a front-end loader to clear a larger area of the street to expose the catch basin so that it could be cleaned out.</p> <ul style="list-style-type: none"> <li>Better analyze the Town's utilities system. For example, the Town's water distribution system relies on locations and elevations to help regulated pressure and flow in the system. The more accurate the computer modeling of the system, the more accurate the analysis of the functioning of the system. For example, in areas of Town where there may be low pressure and flow, this type of system will provide for a better diagnosis to allow for a more efficient and more cost-effective solution.</li> </ul>			

Limited Budget Submission LBS1																										
Budget Title		Municipal Parking Program																								
Type	Committee	<input type="checkbox"/>	Limited	<input checked="" type="checkbox"/>	Townwide	<input type="checkbox"/>																				
<b>Operational Considerations</b>																										
<p>The Town operates and maintains a number of municipal lots in and around the business districts for customer, visitor, and employee parking. The Town sells parking permits for local businesses to purchase for their employees so they may park in the permitted areas in the business centers. The Town maintains and enforces parking regulations in these lots. In order to increase the number of spaces that may be available for use by customers and employees of the downtown businesses and offices, the Town entered into a license agreement with the MBTA to use land owned by the MBTA for local parking. This increased the number of spots in the Chapel Street and Eaton Court parking lots. The Town is working with the Needham Bank on a public/private partnership to increase available parking in Eaton Square. The November 7, 2011 Special Town Meeting approved the abandonment of the Eaton Square right of way, which is the first step in that process. The Town is also looking to purchase land on Lincoln Street to increase the number of parking spaces available in the Chestnut Street/Lincoln Street parking lot. The Finance Committee approved a \$25,000 reserve fund transfer request on October 5, 2011 in order to secure rights to purchase the parcel. The actual funding request will be presented to Town Meeting in May 2012.</p> <p>In expectation that funding will be approved to purchase the property, the Board of Selectmen will consider a revised fee structure to pay for the acquisition of the parcel.</p> <p>Revenue associated with the business center lots over the past ten years is as follows:</p> <table border="0" style="margin-left: 40px;"> <tr> <td>2001/2002</td> <td>\$16,860</td> <td>2006/2007</td> <td>\$32,110</td> </tr> <tr> <td>2002/2003</td> <td>\$17,305</td> <td>2007/2008</td> <td>\$33,072</td> </tr> <tr> <td>2003/2004</td> <td>\$14,360</td> <td>2008/2009</td> <td>\$32,995</td> </tr> <tr> <td>2004/2005</td> <td>\$25,585</td> <td>2009/2010</td> <td>\$32,560</td> </tr> <tr> <td>2005/2006</td> <td>\$28,395</td> <td>2010/2011</td> <td>\$32,220</td> </tr> </table>							2001/2002	\$16,860	2006/2007	\$32,110	2002/2003	\$17,305	2007/2008	\$33,072	2003/2004	\$14,360	2008/2009	\$32,995	2004/2005	\$25,585	2009/2010	\$32,560	2005/2006	\$28,395	2010/2011	\$32,220
2001/2002	\$16,860	2006/2007	\$32,110																							
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2004/2005	\$25,585	2009/2010	\$32,560																							
2005/2006	\$28,395	2010/2011	\$32,220																							
<b>Expense Detail</b>																										
Does this request include funding for salary or wage expense?				Yes	<input checked="" type="checkbox"/>	No																				
If yes, does the current year budget include this expense?				Yes	<input checked="" type="checkbox"/>	No																				
If the salary and wage expense funds a permanent position, indicate the FTE.																										
Description					Amount																					
a.	Personnel Expense (overtime)				1,500																					
b.	Repairs & Maintenance Services				2,500																					
c.	Rentals & Leases				20,000																					
d.	Other Property Related Services				25,000																					
e.	Grounds Keeping Supplies				2,500																					
f.	Public Works Supplies				3,000																					
<b>Total</b>					<b>55,000</b>																					

Limited Budget Submission LBS1						
Budget Title		Municipal Parking Program				
Type	Committee	<input type="checkbox"/>	Limited	<input checked="" type="checkbox"/>	Townwide	<input type="checkbox"/>
<b>Spending Request Recap</b>						
Description	Base Request	Additional Request DSR4		Total		
Townwide	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>		
Personnel	1,500	<input type="checkbox"/>		1,500		
Expense	53,500	<input type="checkbox"/>		53,500		
Operating Capital	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>		
<b>Total</b>	<b>55,000</b>	<input type="checkbox"/>		<b>55,000</b>		
Special Financial Warrant Articles?				Yes	<input type="checkbox"/>	No <input checked="" type="checkbox"/>

Limited Budget Submission LBS1															
<b>Budget Title</b>		<b>Municipal Lighting Program</b>													
Type	Committee		Limited	X	Townwide										
<b>Operational Considerations</b>															
<p>The Town's contract with Republic Electric for street light maintenance and repair is in its third year of a maximum 3 year contract term for FY2012 (July 1, 2011 – June 30, 2012). The maintenance unit price remains at \$1.06 per fixture. The Town will be going back out to bid but expects no increase to this contract. The Repairs and Maintenance line item is, therefore, set at \$43,613.64 for FY2013. Other contractual items in the contract include new fixtures and lamps, tags and labels, and street light transfers. We currently have at least 70 street light transfers remaining to be performed due to utility pole replacements at a cost of a minimum of \$14,000. Including the cost of funding for 1 new street light in FY2013, the total street light maintenance line item budget is proposed to be set at \$75,000. The actual expenditures in FY 2011 were \$66,474.</p> <p>In FY2013 the Energy (electrical expense) line item is being decreased by 8% from FY2012 request. The Town has realized energy savings by upgrading the street light fixtures from mercury vapor to high pressure sodium (HPS). All street light fixtures have been converted to HPS as of December 31, 2009. However, the Town continues to increase its street light inventory with the redevelopment of the downtown area so that additional costs are anticipated from the additional inventory.</p>															
<table border="1" style="width:100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;"><i>Energy Usage in KWh</i></th> <th style="text-align: center;">FY2008</th> <th style="text-align: center;">FY2009</th> <th style="text-align: center;">FY2010</th> <th style="text-align: center;">FY2011</th> </tr> </thead> <tbody> <tr> <td>Street Lighting and Parking Lots</td> <td style="text-align: center;">1,376,989</td> <td style="text-align: center;">1,136,855</td> <td style="text-align: center;">903,934</td> <td style="text-align: center;">865,634</td> </tr> </tbody> </table>						<i>Energy Usage in KWh</i>	FY2008	FY2009	FY2010	FY2011	Street Lighting and Parking Lots	1,376,989	1,136,855	903,934	865,634
<i>Energy Usage in KWh</i>	FY2008	FY2009	FY2010	FY2011											
Street Lighting and Parking Lots	1,376,989	1,136,855	903,934	865,634											
<b>Expense Detail</b>															
Does this request include funding for salary or wage expense?				Yes	No										
If yes, does the current year budget include this expense?				Yes	No										
If the salary and wage expense funds a permanent position, indicate the FTE.															
Description				Amount											
a.	Energy			181,000											
b.	Repairs & Maintenance Services			75,000											
c.															
<b>Total</b>				<b>256,000</b>											
<b>Spending Request Recap</b>															
Description	Base Request	Additional Request DSR4		Total											
Expense	256,000			256,000											
<b>Total</b>	<b>256,000</b>	<b>  </b>		<b>256,000</b>											
<b>Special Financial Warrant Articles?</b>															
				Yes	No										
				X											

Department Information DSR1			
<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 FY2013 budget proposals include cost of living adjustment (COLA) increases for employees who are members of the ITWA or non-represented employees. The members of the BCTIA have not yet reach a new collective bargaining agreement with the Town at the time of submission and therefore there is no provision in the budget request for an increase.</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	3,173,675	9,318	3,182,993
Expenses	4,607,203		4,607,203
Operating Capital			
<b>Total Operating Request</b>	<b>7,780,878</b>	<b>9,318</b>	<b>7,790,196</b>
<b>Special Financial Warrant Articles?</b>		YES	NO
		<input type="checkbox"/>	<input checked="" type="checkbox"/>

Department Expenditure Detail DSR2										
Department				Department of Public Facilities						
Object				Description				Amount		
DSR2A										
Personnel	FY 2011			FY 2012			FY2013			
	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)	
	53	1	53.8	54	1	54.8	54	1	54.8	
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?							Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
1. Salary and Wage Permanent Positions.										
a. Regular Salary and Wage Sub Total							2,776,038			
b. Other Salary and Wage Sub Total							51,000			
Sub Total 1							2,827,038			
2. 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 2							29,141			
3. Salary and Wage Overtime (Itemized Below)										
a. Public Facilities Construction							0			
b. Public Facilities Operations							299,496			
c.										
d.										
e.										
f.										
Sub Total 3							299,496			
4. Other Salary and Wage Expenses - (Itemized Below)										
a. Public Facilities Construction							0			
b. Public Facilities Operations							18,000			
c.										
d.										
e.										
f.										
Sub Total 4							18,000			
5. Total Salary and Wages (1+2+3+4)							3,173,675			
DSR2B										
Object				Description				Amount		
Energy				Public Facilities Construction (0)				2,767,024		
				Public Facilities Operations (2,767,024)						
Repairs & Maintenance Services				Public Facilities Construction (0)				375,665		
				Public Facilities Operations (375,665)						
Rental & Leases				Public Facilities Construction (0)				28,738		
				Public Facilities Operations (28,738)						

<b>Department Expenditure Detail DSR2</b>		
<b>Department</b>	<b>Department of Public Facilities</b>	
Object	Description	Amount
Other Property Related Services	Public Facilities Construction (0) Public Facilities Operations (622,323)	622,323
Professional & Technical Services	Public Facilities Construction (5,700) Public Facilities Operations (42,308)	48,008
Communications	Public Facilities Construction (4,000) Public Facilities Operations (90,894)	94,894
Recreational & Cultural Services	Public Facilities Construction (0) Public Facilities Operations (0)	
Other Purchased Services	Public Facilities Construction (300) Public Facilities Operations (22,850)	23,150
Office Supplies	Public Facilities Construction (1,000) Public Facilities Operations (3,000)	4,000
Building & Equipment Supplies	Public Facilities Construction (0) Public Facilities Operations (392,197)	392,197
Custodial Supplies	Public Facilities Construction (0) Public Facilities Operations (206,711)	206,711
Grounds Keeping Supplies	Public Facilities Construction (0) Public Facilities Operations (2,259)	2,259
Vehicular Supplies	Public Facilities Construction (0) Public Facilities Operations (22,071)	22,071
Food and Service Supplies	Public Facilities Construction (0) Public Facilities Operations (250)	250
Medical Supplies	Public Facilities Construction (0) Public Facilities Operations (300)	300
Public Works Supplies	Public Facilities Construction (0) Public Facilities Operations (0)	
Other Supplies & Equipment	Public Facilities Construction (300) Public Facilities Operations (6,918)	7,218
Governmental Charges	Public Facilities Construction (0) Public Facilities Operations (0)	
Travel & Mileage	Public Facilities Construction (5,000) Public Facilities Operations (3,250)	8,250
Dues & Subscriptions	Public Facilities Construction (1,895) Public Facilities Operations (2,250)	4,145
<b>6. Total Expenses</b>		<b>4,607,203</b>
<b>DSR2C</b>		
Capital Equipment Replacement	Public Facilities Construction (0) Public Facilities Operations (0)	0
<b>7. Total Operating Budget Capital</b>		<b>0</b>
<b>8. Total Base Request (Line 5 + Line 6 + Line 7)</b>		<b>7,780,878</b>

<b>Department Information</b>			
<b>DSR1</b>			
<b>Department</b>	<b>Department of Public Facilities – Construction Div.</b>		
<b>Operational Considerations</b>			
<p>The Public Facilities Construction division is working on the construction oversight and preconstruction activities associated with Phase 3 and Phase 4 of a major repair project at Newman Elementary School; construction of the new Senior Center; and feasibility studies for the Hillside and Mitchell Elementary Schools, Salt Shed relocation and Cricket Field House.</p> <p>No position in the Public Facilities Construction division is funded by a revolving fund. Expenses will remain at the same level as FY12. Personnel salaries have increased by 9.2% due to reclassification/personnel change and step increase.</p>			
<b>Performance Factors</b>			
<p>Over the summer of 2011 the Pollard School roof was removed and replaced and the Pollard School modular classrooms were modified to accommodate the Newman School Kindergarten and Pre-Kindergarten students during the 2011/2012 school year. These populations moved in September 2011 at the start of the school year. Site improvements were also done at the Pollard School to improve parking and traffic flow. Thirty-two modular classroom units that in the summer of 2011 were installed in the parking lot at the Newman Elementary School as swing space during the repair of the Newman School will be removed and the site completely reconstructed in the summer of 2012. The Newman School cafeteria and kitchen spaces were enlarged and renovated. The Newman School population started school in the modular units on September 7, 2011. The Newman School Auditorium will be complete by the end of November 2011. The Town Hall Renovation was substantially complete by October 13, 2011 and the building was occupied and ready for public business. The DPW departments located in 470 Dedham Avenue will be moving over to the Public Services Administration Building in November 2011.</p> <p>Anticipated projects for FY13 are the construction of a Senior Center at the MBTA parking lots site in the Heights, the ongoing renovation of the Newman School Repair project to be complete by September 2012, a pre-feasibility study for the Hillside and Mitchell Elementary Schools to be developed into a full blown project in participation with MSBA.</p>			
<b>Spending Request Recap</b>			
Description	Base Request DSR2	Additional Request DSR4	Total
Personnel	337,076	9,318	346,394
Expenses	18,195		18,195
Operating Capital			
<b>Total Operating Request</b>	<b>355,271</b>	<b>9,318</b>	<b>364,589</b>
Special Financial Warrant Articles?	YES	<input type="checkbox"/>	NO <input checked="" type="checkbox"/>

Department Expenditure Detail DSR2										
Department				Department of Public Facilities – Construction Div.						
Object				Description				Amount		
DSR2A										
Personnel	FY 2011			FY 2012			FY2013			
	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 2 (see below)?							Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
1. Salary and Wage Permanent Positions.										
a. Regular Salary and Wage Sub Total							328,076			
b. Other Salary and Wage Sub Total							9,000			
Sub Total 1							337,076			
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.										
b.										
c.										
d.										
e.										
f.										
Sub Total 2										
3. Salary and Wage Overtime (Itemized Below)										
a.										
b.										
c.										
d.										
e.										
f.										
Sub Total 3										
4. Other Salary and Wage Expenses – (Itemized Below)										
a.										
b.										
c.										
d.										
e.										
f.										
Sub Total 4										
5. Total Salary and Wages (1+2+3+4)							337,076			
DSR2B										
Object				Description				Amount		
Energy										
Repairs & Maintenance Services										
Rental & Leases										
Other Property Related Services										
Professional & Technical Services								5,700		
Communications								4,000		

Department Expenditure Detail DSR2		
Department	Department of Public Facilities – Construction Div.	
Object	Description	Amount
Recreational & Cultural Services		
Other Purchased Services		300
Office Supplies		1,000
Building & Equipment Supplies		
Custodial Supplies		
Grounds Keeping Supplies		
Vehicular Supplies		
Food and Service Supplies		
Medical Supplies		
Public Works Supplies		
Other Supplies & Equipment		300
Governmental Charges		
Travel & Mileage		5,000
Dues & Subscriptions		1,895
<b>6. Total Expenses</b>		<b>18,195</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>355,271</b>

Performance Improvement Funding Request DSR4			
Department	Department of Public Facilities – Construction Div.		
Title	Administrative Specialist	Priority	1
DSR4			
Expenditure Classification	Frequency		Total \$
	Recurring \$	One-Time \$	
Salary and Wage	9,318		9,318
Expense			
Operating Capital			
Total	9,318		9,318
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?		<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 <b>current</b> 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 <b>not</b> 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			
Added hours (from 0.8 to full time) has been deemed necessary in order to support the mission of the Department. This has now been in effect over the last six months and this request formally identifies the need for continuation.			

**Department Information  
DSR1**

<b>Department</b>	<b>Department of Public Facilities - Operations</b>
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**Operational Considerations**

The Department has worked to keep operating costs level for FY 13. The only impactful changes this year are in the energy and payroll line items.

The payroll costs have increased based on a pay increase of 1% given to all employees in January 2011 and a pay increase of 2% in July 2012 for clerical and management staff.

The overtime budget is being continued as it was last year. The results of this overtime have been 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 on off hours, a Sunday custodian at the Library, a boiler watch to ensure that all of our buildings have their heating systems functioning at all times, and a Saturday crew of 3 trades persons and 4 custodians that perform tasks that cannot normally be addressed during normal work hours.

The energy budget was derived for all buildings except those listed below by taking the four year average of energy consumption or the FY 11 consumption amounts, whichever was higher for that energy type, and using the cost projections for FY 13. The consumption for Oil and Electric was based on a four year average; the consumption for Natural Gas was based on the consumption in FY 11. The exceptions to the methodology listed above are the Newman School, Town Hall, Pollard, and DPW. At the time the budget was compiled no detailed cost estimate for the energy at the Newman was available. The Town was assured that the consumption in the building during FY 13 would not exceed the costs that have been carried when the building was fully operational. These lines will be kept the same in FY 13, except that the dollar value for Oil was transferred to Natural Gas. The Town Hall's consumption numbers were kept the same as last year, based on projections for the building and past consumption data. The Pollard Oil consumption was reduced by half and converted to Natural Gas, as the building is now being run on at least fifty percent Natural Gas. The DPW was converted from Oil to Natural Gas.

The cost assumption for Electricity was \$0.21 per kilowatt hour. In Electricity, the overall FY 13 budget amount is \$47,055 less than was budgeted for FY 12. The cost assumption for Natural Gas was \$1.26 per therm. In Natural Gas, there is an increase of \$190,663. The cost assumption for Oil was \$3.46 per gallon of fuel oil #2. In Oil there is a reduction of \$203,282. Overall there is a reduction in the energy line item of \$59,674.

The expenses budget is staying the same in FY 13 with the exception that certain line items have been adjusted to reflect actual spending.

**Performance Factors**

PM vs. Regular Maintenance Work Order Completed

	Number	2011 Percentage
Preventative Maintenance	798	31.9%
Regular Work Orders	1,703	68.1%
<b>Total</b>	<b>2,501</b>	

**Department Information  
DSR1**

**Department** Department of Public Facilities - Operations

Completed Work Orders By Building

Building	FY 2011	
	Number	Percentage
All Buildings	7	0.3%
Town Hall	7	0.3%
Ridge Hill	33	1.3%
Daley Building	72	2.9%
Public Safety Building	115	4.6%
Fire Station No. 2	38	1.5%
Broadmeadow	161	6.4%
Eliot	114	4.6%
Hillside	154	6.2%
Mitchell	154	6.2%
Newman	155	6.2%
High Rock	106	4.2%
Pollard	418	16.7%
NHS	404	16.2%
Emery Grover	96	3.8%
DPW	87	3.5%
Water and Sewer	92	3.7%
RTS	12	0.5%
PSAB	94	3.8%
Senior Center	16	0.6%
Library	126	5.0%
Parks and Fields	40	1.6%
Schools	1762	70.5%
Municipal	739	29.5%
<b>Total</b>	<b>2501</b>	
Average Age of Work Order		60 days

Energy Consumption in MMBTUs

FY 2009 – High Rock offline, PSAB not yet constructed,  
 FY 2010 – High Rock online for 11 months, PSAB online for 6 months  
 FY 2011 – Town Hall offline

Year	Electricity		Natural Gas		Oil		Total MMBTUs
	kWh	MMBTU	therms	MMBTU	gallons	MMBTU	
2009	7,607,407	25,296.02	226,051	22,479.40	204,005	27,928.74	75,704.16
2010	7,949,501	24,610.37	212,600	18,900.30	174,965	24,282.88	67,793.55
2011	8,128,945	27,744.09	263,497	26,349.70	194,096	27,169.66	81,263.45

Permit of Afterschool Activities

Department Information DSR1					
Department		Department of Public Facilities - Operations			
*2010 started program in November					
		FY 2010		FY 2011	
Buildings	# of Events	Hours	# of Events	Hours	
Broadmeadow	414	2360.5	576	3073.25	
Eliot	350	2286.25	727	5119	
Hillside	124	1490.25	158	1590.5	
Mitchell	251	1387.5	330	1985.5	
Newman	364	1527	547	3724	
High Rock	32	180.75	316	1788.25	
Pollard	363	1339.25	731	4029.25	
NHS	1264	5632	2761	11804	
Total	3162	16203.5	6146	33113.75	
Spending Request Recap					
Description	Base Request DSR2		Additional Request DSR4		Total
Personnel	2,836,599				2,836,599
Expenses	4,589,008				4,589,008
Operating Capital					
Total Operating Request	7,425,607				7,425,607
Special Financial Warrant Articles?				YES	NO
					X

Department Expenditure Detail DSR2									
Department				Department of Public Facilities - Operations					
Object				Description				Amount	
DSR2A									
Personnel	FY 2011			FY 2012			FY2013		
	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	51	0	51	51	0	51
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?							Yes	No	X
1. Salary and Wage Permanent Positions.									
a. Regular Salary and Wage Sub Total							2,447,962		
b. Other Salary and Wage Sub Total							42,000		
Sub Total 1							2,489,962		
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a. Summary Trades Assistants							10,327		
b. Town Hall Building Monitors							12,960		
c. COA Building							1,854		
d. PSAB Building Monitors							4,000		
e.									
f.									
Sub Total 2							29,141		
3. Salary and Wage Overtime (Itemized Below)									
a. Sunday Coverage at Library							7,473		
b. Snow Program							41,079		
c. Grounds Keeping							49,772		
d. Non-Billable Coverage							54,802		
e. Saturday Program to Support Preventative Maintenance and Upgrades							102,186		
f. Boiler Inspections							44,184		
Sub Total 3							299,496		
4. Other Salary and Wage Expenses - (Itemized Below)									
a. Sick Incentive Pay							18,000		
b.									
c.									
d.									
e.									
f.									
Sub Total 4							18,000		
5. Total Salary and Wages (1+2+3+4)							2,836,599		
DSR2B									
Object				Description				Amount	
Energy				Electric (1,809,264)				2,767,024	
				Natural Gas (604,401)					
				Oil (353,359)					
Repairs & Maintenance Services				Alarm and Sprinkler Servicing				375,665	
				Door Repairs					
				Elevator Maintenance					
				Extinguisher Service					

Department Expenditure Detail DSR2		
Department	Department of Public Facilities - Operations	
Object	Description	Amount
	Floor Repair General Repairs Generator Maintenance HVAC Maintenance 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	622,323
Professional & Technical Services		42,308
Communications	Hardwire Phones Cellular Phones Printing & Mailing	90,894
Recreational & Cultural Services		
Other Purchased Services		22,850
Office Supplies		3,000
Building & Equipment Supplies	Electrical Plumbing HVAC Carpentry Glass	392,197
Custodial Supplies		206,711
Grounds Keeping Supplies		2,259
Vehicular Supplies		22,071
Food and Service Supplies		250
Medical Supplies		300
Public Works Supplies		
Other Supplies & Equipment		6,918
Governmental Charges		
Travel & Mileage		3,250
Dues & Subscriptions		2,250
6. Total Expenses		<b>4,589,008</b>
<b>DSR2C</b>		
Capital Equipment Replacement		
7. Total Operating Budget Capital		
8. Total Base Request (Line 5 + Line 6 + Line 7)		<b>7,425,607</b>

Department Information DSR1	
Department	Public Health
<b>Operational Considerations</b>	
<p>With a FY'11 budget of \$459,841 the Health Department received \$389,501 in grants and donations and \$77,742 for permits and licenses for an additional \$467,243. The grants and donations helped 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>Two expenditures on the DSR 2 were increased. Cell phone expense was increased by \$125 as suggested by the IT Director under Communications. Professional and Technical Services were increased by \$100 for employee trainings.</p> <p>The CIP for the Health Department replacement vehicle for FY14 has been submitted.</p> <p>There are two continuing Revolving Accounts that include the Traveling Meals Program and the Immunization Fund. Third party reimbursement was instituted for the FY'12 influenza vaccination clinics.</p> <p>The Health Department continues to look for opportunities for shared services with other towns. We work with CHNA #18 (9 towns in Metrowest surrounding Needham) this past year in the development of a Needs Assessment that will be finished in 2012. We worked with Norfolk-7 (Wellesley, Dedham, Westwood, Norwood, Milton and Canton) to write a grant that was funded that will allow for education of workers and customers in nail salons in all these towns during FY 12. We continue to work with Region 4-B (27 towns bordering Boston) on Emergency Preparedness activities sharing exercise and deliverables to CDC. The Housing Taskforce, lead by the Health Department, meets with Town Departments, Protective Services. Springwell and Riverside to prevent duplication and improve services and response.</p> <p>There were no increases to the Riverside Community Care, Charles River ARC or Fuss and O'Neil contracts.</p> <p>The FY'10 increase in the Riverside Community Care contract has brought outstanding 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 other human service groups. 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 Licensed Clinical Social Worker to the Housing Workgroup, chaired by the Public Health Department, to provide and services among Town Departments and Service Providers. 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 for the second year. This was a pilot project the first year 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. It filled an identified gap in services. Money has been secured for five years to pay for this service from Beth Israel Hospital and the Kyle Shapiro foundation. The service provides licensed professionals who match client needs within 1-3 days to available mental health providers in Needham and</p>	

Department Information DSR1	
Department	Public Health
<p>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. 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 availability and creating 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, through 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 40 -45 homebound clients a day. In 2010 Harvard Community Health Care 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 Local Emergency Planning Committee, Co-Chairs the Domestic Violence Action Committee, Leads 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 Taskforce and Coordinates the Medical Reserve Corps.</p> <p>There are four DSR 4 request for FY 2013 and one submitted for FY15.</p> <p>The first DSR request is to increase the number of hours the current Social Worker from Riverside Community Care offers for therapy home visits to high risk adults in the community identified by the Housing Task Force and other professionals. These adults need home visits as they are not able at this time to visit outpatient or inpatient services. The current Riverside Community Care contract is \$50,000 and this would raise that contract to \$60,000. This would help with the increasing mental health needs identified by the Housing Task and also the Health Department Community Needs Assessment - 24 one hour interviews with key community leaders - where mental health and substance abuse issues were listed as one of the top issues facing the town.</p> <p>The second DSR-4 request is for \$2,160 for 1.5 additional hours for the Public Health Program Coordinator. The additional hours would also include working with other departments to identify</p>	

Department Information DSR1	
Department	Public Health
<p>needs, strengthen programs, and avoid redundancies and write two grants on emergency preparedness. This position is currently 12 hours a week (plus 6 hours a week from an emergency preparedness grant from CDC). 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 14 will continue to be reduced and these 1.5 hours would help to maintain the current services for emergency preparedness. (FY 12 Emergency Preparedness money was reduced by 9% from CDC.) This position has been a key factor helping the department apply for grants. This is the second year requesting these additional hours. We were able to fund the same hours this year because a new staff person was hired at a lower step.</p> <p>The third DSR-4 request would allow one staff member a year to attend a national conference to present best practices, bring back new ideas, and develop professional relationships. It would make the Department more effective. This is the fourth year requesting this expense.</p> <p>The fourth DSR-4 request is to provide a stipend of \$1,000 a year for the Health Inspector, Public Health Nurse, Traveling Meals Coordinator, and Director. The Department Car is due to be replaced in 2014 and a stipend would replace the car request if granted. (Survey of surrounding towns.)</p> <p>The fifth DSR-4 The Substance Abuse Prevention and Education Coordinator is working in the third year of the five year Federal Drug Free Communities (DFC) grant, funded annually at \$125,000. This request is for FY15 to continue to address this major community health problem if Federal funding is not available for years 6-10. Funding for this position will maintain the collaboration among Needham Public Health Nurses, and other community partners to support the education, assessment and treatment of the increasing number of Needham residents confronting substance abuse and mental health issues.</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>9. <b>Research</b> for new insights and innovative solutions to health problems.</li> </ol>	

<b>Department Information</b>				
<b>DSR1</b>				
<b>Department</b>		<b>Public Health</b>		
<b>Performance Factors</b>				
<u>1. Food Establishment Critical Violations</u> To track critical violations by establishment, type of violation, inspector activities and time to correct in all 146 food establishments inspected. (new measure FY 12)				
<u>2. Communicable Disease Monitoring/Investigation</u> Investigate all 84 communicable disease investigations reported using the State surveillance system (MAVEN), within 24 hours as mandated by the Massachusetts Department of Public Health. (All reportable disease investigation within 24 hours in FY'10 and FY'11)				
<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 and FY'11)				
<u>4. Food, Housing, Nuisance and Tobacco Complaints</u> Follow up on all complaints received within 24 hours. (All complaints followed up on within 24 hours in FY'10 and FY'11) 132 complaints in FY'10 and 108 complaints in FY'11				
<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 and 316 families received fuel assistance in FY'11)				
<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. (Met in FY11).				
<u>7. Traveling Meals Program</u> All Traveling meals will be prepared, cooked, packed and delivered within the four hour safety limit from the Federal Food Code. (Met within 3 hours in FY 11).				
<b><u>Spending Request Recap</u></b>				
Description	Base Request DSR2	Additional Request DSR4	Total	
Personnel	406,722	6,160	412,882	
Expenses	77,054	11,500	88,554	
Operating Capital				
<b>Total Operating Request</b>	<b>483,776</b>	<b>17,660</b>	<b>501,436</b>	
Special Financial Warrant Articles?		YES	NO	x

Department Expenditure Detail DSR2										
Department				Public Health						
Object				Description				Amount		
DSR2A										
Personnel	FY 2011			FY 2012			FY2013			
	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	6.0	4	6	6.0	4	6	6.0	
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?							Yes	X	No	
1. Salary and Wage Permanent Positions.										
a. Regular Salary and Wage Sub Total								311,803		
b. Other Salary and Wage Sub Total								1,500		
							Sub Total 1		313,303	
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a. Per diem nurses								2,466		
b. Traveling Meals Summer Packers and Drivers								6,174		
c. Animal Inspector								2,500		
d. Recording Secretary								2,594		
e. SAMSHA Drug Free Community Grant positions (FTE 1.4) Senior Public Health Program Coordinator (67,194) and Program Coordinator (20,924)								0		
f. Emergency Preparedness Coordinator ( Grant from the Center for Communicable Disease (8,200) FTE .16								0		
							Sub Total 2		13,734	
3. Salary and Wage Overtime (Itemized Below)										
a. Emergency Off-Hour Inspections								2,000		
b.										
c.										
d.										
e.										
f.										
							Sub Total 3		2,000	
4. Other Salary and Wage Expenses - (Itemized Below)										
a. Stipend Emergency Management								1,500		
b. Public Health Nurses PT								35,394		
c. Public Health Program Coordinator-PT								25,109		
d. Environmental Health Agent -PT								12,543		
e. Department Assistant -PT								3,139		
f.										
							Sub Total 4		77,685	
5. Total Salary and Wages (1+2+3+4)										406,722
DSR2B										
Object				Description				Amount		
Energy										
Repairs & Maintenance Services				Hearng Machine, Eye Machine, Gas Meter, Noise Meter, Thermometers				513		

<b>Department Expenditure Detail DSR2</b>		
<b>Department</b>	<b>Public Health</b>	
Object	Description	Amount
Rental & Leases		
Other Property Related Services		
Professional & Technical Services	Employee training seminars	1,500
Communications	Cell phones, postage and legal notices	4,678
Recreational & Cultural Services		
Other Purchased Services	Contracts for Riverside Community Care, Charles River ARC, Fuss % O'Neil	59,414
Office Supplies	Supplies and visual aids	4,760
Building & Equipment Supplies		
Custodial Supplies		
Grounds Keeping Supplies		
Vehicular Supplies		
Food and Service Supplies		
Medical Supplies	Supplies, first aid, CPR supplies	1,293
Public Works Supplies		
Other Supplies & Equipment	Educational materials, other subscriptions not classified elsewhere	2,175
Governmental Charges		
Travel & Mileage	Staff mileage including traveling meals summer packers and drivers, in-state travel for staff conferences, inspectional visits and meetings	1,600
Dues & Subscriptions	Professional dues and memberships	1,121
<b>6. Total Expenses</b>		<b>77,054</b>
<b>DSR2C</b>		
Capital Equipment Replacement	Town Car FY'14	33,430
<b>7. Total Operating Budget Capital</b>		<b>0</b>
<b>8. Total Base Request (Line 5 + Line 6 + Line 7)</b>		<b>483,776</b>

Performance Improvement Funding Request DSR4			
Department	Public Health		
Title	\$10,000 Increase Riverside Community Care Contract	Priority	1
DSR4			
Expenditure Classification	Frequency		Total \$
	Recurring \$	One-Time \$	
Salary and Wage			
Expense	\$10,000		\$10,000
Operating Capital			
Total			
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 <b>current</b> Town revenues be negatively impacted?			X
6. Is there an increased exposure for the Town if the request is <b>not</b> 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 increase the number of hours the current Social Worker from Riverside Community Care offers for therapy home visits to high risk <i>adults in the community identified by the Housing Task Force and other professionals. These adults need home visits as they are not abler at this time to visit outpatient or impatient services. The current Riverside Community Care contract is \$50,000 and this would raise that contract to \$60,000. This would help with the increasing mental health needs identified by the Housing Task and also the Health Department Community Needs Assessment – 24 one hour interviews with key community leaders – where mental health and substance abuse issues were listed as one of the top issues facing the town.</i></p>			

Performance Improvement Funding Request DSR4			
Department	Public Health		
Title	1.5 hours Additional Public Health Program Coordinator	Priority	2
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?			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 third 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 14 will continue to be reduced and these 1.5 hours would help to maintain the current services. (FY 12 Emergency Preparedness money was reduced by 9% from CDC.) This position has been a key factor helping the department apply for grants. This is the second year requesting these additional hours. We were able to fund the same hours this year because a new staff person was hired at a lower step.</p> <p>#5 – The Public Health Program Coordinator would have less time for emergency preparedness efforts and writing for emergency preparedness grants.</p>			

Performance Improvement Funding Request DSR4			
<b>Department</b>	Public Health		
<b>Title</b>	For One Member of the Health Department Staff To Attend One Major Conference A Year	<b>Priority</b>	3
DSR4			
Expenditure Classification	Frequency		Total
	Recurring	One-Time	
Salary and Wage			
Expenses	X		\$1,500
Operating Capital			
Total Request			
<b>Budgetary Considerations</b>		<b>YES</b>	<b>NO</b>
1. Are there additional costs to implement this request (except future year operating costs) 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			
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. It would make the Department more effective. This is the fourth year requesting this expense.			

Performance Improvement Funding Request DSR4			
Department	Public Health		
Title	Four Department Car Stipends	Priority	4
DSR4			
Expenditure Classification	Frequency		Total \$
	Recurring \$	One-Time \$	
Salary and Wage	4,000		4,000
Expense			
Operating Capital			
Total	\$4,000		\$4,000
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 <b>current</b> Town revenues be negatively impacted?			X
6. Is there an increased exposure for the Town if the request is <b>not</b> 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			
To provide a stipend of \$1,000 a year for the Health Inspector, Public Health Nurse, Traveling Meals Coordinator, and Director. The Department Car is due to be replaced in 2014 and a stipend would replace the car request if granted. (Survey of surrounding towns.)			

Department Information DSR1	
<b>Department</b>	<b>Human Services</b>
<b>Operational Considerations</b>	
<p>The Human Services Department 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>                      The Council on Aging continues to operate at 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. Through the work of the Senior Center Exploratory Committee, the Council on Aging Board, the Friends of the Needham Elderly, Inc. and with the support of the Board of Selectmen, Finance Committee, and the Town Manager there has been movement towards the fulfillment of the wish to build a new Senior Center. A site was chosen this past year and design funds authorized by Town Meeting. On November 7, 2011 at the Special Town Meeting, funding for the construction of a new Senior Center (Article 14) was passed. The next steps will be to work through the PPBC and it's the construction process.</p> <p>During the year the Council on Aging found itself interviewing for two important positions: Van Driver and Outreach Worker. By January the process was completed and two new members joined the team. Change can be difficult but having new staff members this year gave us an opportunity to look at existing programs, services and systems through a new lens. For example, our new Outreach Worker evaluated our Friendly Visitor Program, which prompted a revision of some training materials and redefining what constitutes an appropriate visitor setting, which was traditionally viewed as a one to one relationship within a person's home. The broadened interpretation now includes locations where contact might occur with many individuals within the larger senior community. This approach</p>	

Department Information DSR1	
Department	Human Services
<p>addresses the larger issue of outreach and what this concept means and does not exclude the one to one relationship that a home setting nurtures, but expands ways to lessen isolation and encourage social connection while offering more opportunities for volunteers to find the right fit as well.</p> <p>Mid year we completed an application for the Mobility Assistance Capital Grant to assist the Town in replacing our Van. The grant through the Massachusetts Department of Transportation provides eighty (80) percent of the cost of the vehicle with a twenty (20) percent match through the generosity of the Friends of the Needham Elderly, Inc. In June 2011 we were notified that we had been selected for this award and would be receiving a twelve passenger handicapped accessible van some time within the coming year.</p> <p>The Reaccreditation Process that began over a year ago is in its last phase. With the help of many community partners the committee work was accomplished, necessary materials were compiled, reports written and arrangements have been made to have an on-site review in the coming weeks. The process has been lengthy and involved much effort and time on all who participated, but the benefits of community involvement and departmental self assessment has helped us to evaluate all that goes into providing programs and services and the daily operation of our Center.</p> <p><u>FY 13 Objectives:</u> 1) Continue to work with the Town Manager , the Assistant Town Manager/Director of Operations and appropriate Boards and Committees to help facilitate continued progress towards achieving an appropriate Senior Center as a priority for the Town. 2) Ensure completion of the Reaccreditation Process. 3) Facilitate collaboration with community partners to pursue transportation options for the Town. 4) Implement Wisdom Works Program as appropriate 5) Resource Directory updated 6) Work towards development of a strategic plan for the department.</p> <p>Performance Indicators: 1) Movement forward towards building a new Senior Center 2) Reaccreditation Process completed 3) Convene a meeting of Community Partners to explore new transportation initiatives such as ITN America 4) Wisdom Works Program implemented 5) Resource Guide update completed and if appropriate posted on the web site 6) Collaborate with the Council on Aging Board on a strategic plan.</p> <p><b>Veterans' Services</b>                      The West Suburban Veterans' District (WSVD) was established towards the end of fiscal year 2010. 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. The Executive Secretary of Veterans' Services has used the WSVD as a model for others considering creating a district.</p> <p>In addition, to the district the Town have a dedicated Care of Graves/Coordinator of Ceremonies who works with the Director with the care of veterans' graves, the coordination and operations of observations in Needham and other related veteran activities such as Memorial Day and Veterans' Day.</p> <p>In FY2011 there were four (4) clients totaling \$12,702 in benefits and \$1,376 for flags and from July 1, 2011 through October 31, 2011 for FY2012 we have four (4) clients totaling \$4,031 and \$1,564 for flags.</p> <p><b>Youth Services</b>                      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</p>	

**Department Information**  
**DSR1**

<b>Department</b>	<b>Human Services</b>
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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:

**GRANTS, FEES, TRUST FUNDS, AND DONATIONS**

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:

❖ **Employment Program**

Estimate of Amount Generated: \$750

Source: Fee

Amount of Fee: \$5/\$10 depending on service

Fees Reviewed/Changed: July 1, 2011 (next review will be in July, 2012)

Use of funds: Additional hours for Department Assistant position

❖ **Babysitter Training Seminars**

Estimate of Amount Generated: \$2,500

Source: Fee

Amount of Fee: \$45

Fees Reviewed/Changed: July 1, 2011 (next review will be in July, 2012)

Use of funds: Consultant; additional hours for Department Assistant position, materials

❖ **Peer Tutor Program**

Estimate of Amount Generated: \$2,000

Source: Fee

Amount of Fee: \$45

Fees Reviewed/Changed: July 1, 2011 (next review will be in July, 2012)

Use of funds: Copying, purchase of materials, peer tutor recognition, and supplies; additional hours for Department Assistant position.

**Four Years Ago:**

- 1) Complete extensive website review, redesign, and rewriting (over 150 pages).

Achievement: Considerable time was devoted to this, and website redesign was accomplished.

- 2) Provide three (3) QPR Suicide Prevention Trainings.

Achievement: This was accomplished (and many more than three trainings were held).

- 3) Offer Parenting Programs in collaboration with Sweet Basil restaurant.

Achievement: This was accomplished and this parent program was well received by participants.

**Three Years Ago:**

- 1) Offer three (3) Parent Coffee Series (this is a unique drug and alcohol program for adults).

Achievement: This was not accomplished.

- 2) Increase participation in "Make A Statement Day" by 15%.

Achievement: This was accomplished.

**Two Years Ago:**

- 1) Create online registration process for programs

Achievement: 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

Department Information DSR1			
<b>Department</b>	Human Services		
registration.  2) Coordinate with schools and Library for use of space as PSAB is limiting for our needs. <u>Achievement:</u> This was accomplished.  3) Work with graduated Needham High School students regarding suicide/safety issues. <u>Achievement:</u> This was accomplished.  <b>Last Year:</b> 1) Work with the High Rock/Pollard PTC on a new parenting program <u>Achievement:</u> This was accomplished  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. <u>Achievement:</u> This was accomplished  3) Create and distribute updated Safe Surf Internet Booklets and updated Needham Youth Cards <u>Achievement:</u> This was accomplished  <b>This Year:</b> 1) Implement the new Bully Intervention Program  2) Implement the new VIP Program for youth  3) Investigate new programs as part of the Youth Education subcommittee of the Suicide Prevention Coalition  <b>Projecting over the next three to five years, Youth Services will focus upon:</b> <ul style="list-style-type: none"> <li>• Meeting the escalating and evolving needs of youth and families</li> <li>• Reviewing fee structure</li> </ul> Expansion of summer Internship Program			
<b>Spending Request Recap</b>			
Description	Base Request DSR2	Additional Request DSR4	Total
Personnel	510,811		510,811
Expenses	77,205		77,205
Operating Capital			
<b>Total Operating Request</b>	<b>  588,016  </b>	<b>   </b>	<b>  588,016  </b>
Special Financial Warrant Articles?	YES	<input checked="" type="checkbox"/>	NO

Department Expenditure Detail DSR2										
Department			Human Services							
Object			Description				Amount			
DSR2A										
Personnel	FY 2011			FY 2012			FY2013			
	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	2	8.3	7	1	7.8	7	1	7.8	
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?							Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
1. Salary and Wage Permanent Positions.										
a. Regular Salary and Wage Sub Total							482,424			
b. Other Salary and Wage Sub Total							3,000			
Sub Total 1							485,424			
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a. Outreach Worker 10 hrs per week							11,522			
b. Building Monitor 18 hrs per week							10,159			
c. Recording Secretary 4 hrs per month for 10months							706			
d. Care of Graves/Coordinator of Ceremonies							2,500			
e. Seasonal Assistance							500			
f.										
Sub Total 2							25,387			
3. Salary and Wage Overtime (Itemized Below)										
a.										
b.										
c.										
d.										
e.										
f.										
Sub Total 3										
4. Other Salary and Wage Expenses - (Itemized Below)										
a.										
b.										
c.										
d.										
e.										
f.										
Sub Total 4										
5. Total Salary and Wages (1+2+3+4)							510,811			
DSR2B										
Object			Description				Amount			
Energy										
Repairs & Maintenance Services			COA-Maintenance for MySeniorCenter				1,000			
Rental & Leases										
Other Property Related Services			VS-Care of Graves				900			
Professional & Technical Services			YS-Programmatic and Clinical Consultation Services				1,500			

Department Expenditure Detail DSR2		
Department	Human Services	
Object	Description	Amount
Communications	ALL-Postage, Printing, Blackberry and Mailing	3,300
Recreational & Cultural Services	COA--Expenditures for Recreational and Cultural activities and VS-- Memorial Day	3,100
Other Purchased Services		
Office Supplies	All-Basic Office Supplies—paper, pens, folders, mailers, etc.	2,400
Building & Equipment Supplies		
Custodial Supplies		
Grounds Keeping Supplies		
Vehicular Supplies	COA-Gas, Oil for the Van	3,000
Food and Service Supplies	COA-Food supplies	100
Medical Supplies		
Public Works Supplies		
Other Supplies & Equipment	YS-Program materials, Printing, Manuals, Periodicals for youth and family matters and VS—Flags and Markers	4,840
Governmental Charges	VS—West Suburban Veterans’ District	55,835
Travel & Mileage	ALL-Reimbursement for staff work related mileage	975
Dues & Subscriptions	ALL-Membership and Dues	255
<b>6. Total Expenses</b>		<b>77,205</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>588,016</b>

Limited Budget Submission LBS1							
Budget Title		Commission on Disabilities					
Type	Committee	X	Limited		Townwide		
Operational Considerations							
No changes. The Commission on Disabilities provides grants to community based organizations using funds collected through the Handicapped Parking Violation Program.							
Expense Detail							
Does this request include funding for salary or wage expense?					Yes	No	X
If yes, does the current year budget include this expense?					Yes	No	
If the salary and wage expense funds a permanent position, indicate the FTE.							
Description					Amount		
a.	Communications Postage 50 Printing 50				100		
b.	Other Supplies & Equipment Cameras for Handicapped Parking Patrol 300				300		
c.	Professional and Technical Conference Fees, Training Seminars 100				100		
d.	Travel and Mileage 50				50		
e.							
f.							
Total							
Spending Request Recap							
Description	Base Request	Additional Request DSR4		Total			
Townwide							
Personnel							
Expense	550			550			
Operating Capital							
Total				550			
Special Financial Warrant Articles?					Yes	No	X

Limited Budget Submission LBS1							
Budget Title		Historical Commission					
Type	Committee	X	Limited		Townwide		
Operational Considerations							
The Needham 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'							
Expense Detail							
Does this request include funding for salary or wage expense?					Yes	No	X
If yes, does the current year budget include this expense?					Yes	No	
If the salary and wage expense funds a permanent position, indicate the FTE.							
Description						Amount	
a.	Communications - postage and printing					350	
b.	Office Supplies					250	
c.	Other Supplies & Equipment - markers					450	
d.							
e.							
f.							
Total						<b>1,050</b>	
Spending Request Recap							
Description	Base Request	Additional Request DSR4		Total			
Townwide							
Personnel							
Expense	1,050			1,050			
Operating Capital							
Total	1,050			1,050			
Special Financial Warrant Articles?					Yes	No	X

**Department Information  
DSR1**

<b>Department</b>	<b>Library</b>
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**Operational Considerations**

Established in 1888, the Needham Free Public Library provides the community with access to resources to support its users' evolving educational, intellectual, recreational, and cultural needs. The library provides an open environment for interaction among people of all ages, interests, and abilities.

During FY11 the library circulated a total of 548,680 items to its borrowers, provided answers to 31,894 reference inquiries, obtained 61,418 items from other libraries to fill Needham requests, added 11,423 books and 2,848 audiovisual items to the materials collections, registered 1,722 new borrowers, held 271 children's programs, and had 616 uses of its Community Room.

During FY11 the library's collections had a net gain of 2,623 (1.6%) over FY10. The gain was due in large part to four \$25,000 cash capital appropriations. These funds permitted the library to purchase items that filled in gaps in the collections. One goal of the appropriations was to narrow the gap between the number of items requested from other libraries to fill Needham requests and the number of items sent to other libraries for their requests. Before the appropriations were made, there was a 19% gap. Needham was requesting 19% more items to fill requests than it was providing to other libraries for their requests. Thanks to the capital appropriations and despite the fact that the base numbers continue to increase, the gap has been narrowed to 2% and Needham residents receive materials in a more timely manner (see chart below). There is a DSR4 request for a 19-hour-a-week library page to pack and unpack the 18-25 bins of materials that the library sends out and receives each Monday to Friday. There is also a DSR 4 request for 18 additional part-time hours at the Circulation Desk to cover the hours that the two full-time library assistants are now using to oversee the workings of the Network Transfer/Inter-Library Loan operations. This task was previously done by the eliminated full-time (now part-time) administrative specialist. For FY12 the cash capital request for materials was moved into the library's regular budget, so improvement will continue. The goal for FY12 is to eliminate the borrowed/loaned gap.

Fiscal Year	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%	5.8%
FY10	62,063	52.0%	57,286	48.0%	4.0%
FY11	61,418	51.1%	58,782	48.9%	2.2%

While the overall materials collection grew by 1.6%, the audiovisual collections increased by 10.6%, reflecting the growing demand for DVDs, CDs, Books-on-CD, and downloadable services. Use of downloadable services increased by 70% over FY10 and continues to grow. Use of the library's self-checkout computer more than doubled, jumping from 36,304 to 81,292.

Hiring a part-time children's librarian to do children's programming has resulted in an increase in both the quality and quantity of the programs. In FY10, 9,573 children attended 209 programs; in FY11, 13,456 children attended 271 programs. The average number of children attending a program in FY10 was 45.8; in FY11 it was 49.7. The growing statistics affirm the need for the continuing presentation of quality programming. The library's number one DSR4 request is for funding for the

Department Information DSR1	
Department	Library
<p>part-time children’s programming librarian. If funded, the three DSR4 requests for additional part-time hours will <b>not</b> result in anyone being added to the Town’s benefited employee list.</p> <p>The library’s other DSR4 request is for funding for museum pass reservation software (\$725). The museum passes are used more than 180 times each month. This software allows patrons to check the availability of the passes and make their own reservations from their home computer. The software saves the Circulation Desk workers many hours of time that is spent helping the library’s customers in other ways.</p> <p>In addition to the Town-Meeting-appropriated budget, the library receives support from the Friends of the Library and the Library Foundation of Needham. Both of these organizations have generously provided the library with programs (adult and children’s), funds for the purchase of books and audiovisual materials, and equipment. The library uses its trust fund interest and State Aid payment for many expenses (see enclosed supplementary material). Unfortunately trust fund interest has been shrinking during the past several years, although the FY11 interest was a bit higher than that of FY10.</p> <p>The DSR2 base budget request is \$1,366,493. This is \$12,817 less than is needed for certification by the Massachusetts State Board of Library Commissioners. To retain certification and be eligible for a State Aid Grant (\$30,824 in FY12), 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 FY13 that figure is \$1,379,310.</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 (\$30,824). The library already depends on its State Aid account to cover three salary shortages and pay for parking lot rental; children’s, young adult, and adult programming; museum passes; library banner maintenance; museum pass reservation software.</p> <p>Budget request increases/decreases include:</p> <ul style="list-style-type: none"> <li>Salaries--\$1,258 decrease. Even though part-time hours were added to the library’s FY12 budget, the FY13 request is less, as two long-time employees retired in early FY12. Their replacements were hired at lower steps.</li> <li>Rental &amp; Leases <ul style="list-style-type: none"> <li>Postage meter rental--\$17 increase to cover anticipated price increase</li> <li>Computer software licenses--\$200 increase to cover price increases</li> </ul> </li> <li>Professional &amp; Technical Services <ul style="list-style-type: none"> <li>Minuteman Library Network--\$2,203 increase listed in Minuteman preliminary FY13 budget</li> <li>Iron Mountain and NEDCC--\$20 increase to cover price increases</li> </ul> </li> <li>Communications <ul style="list-style-type: none"> <li>Postage--\$20 increase to cover postal price increases of January 1, 2012</li> </ul> </li> <li>Dues &amp; Subscriptions <ul style="list-style-type: none"> <li>American Library Association membership--\$5 increase to cover membership increase</li> </ul> </li> </ul>	

Department Information DSR1			
Department	Library		
Performance Factors			
<p>Performance measures for FY13 will include:</p> <ol style="list-style-type: none"> <li>1. Network transfer/inter-library loan gap elimination</li> <li>2. Improved services publicity</li> <li>3. Continue sponsoring culturally diverse programs</li> <li>4. Continue building collection of world language materials</li> <li>5. Increase number of check-outs done at self-check</li> <li>6. Increase number of downloads using Minuteman's Overdrive service</li> </ol> <p>These performance measures support the library's Strategic Plan.</p>			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total
Personnel	1,071,967	42,487	1,114,454
Expenses	294,526	16,975	311,501
Operating Capital			
<b>Total Operating Request</b>	<b>1,366,493</b>	<b>59,462</b>	<b>1,425,955</b>
Special Financial Warrant Articles?			<input type="checkbox"/> YES <input type="checkbox"/> <input type="checkbox"/> NO <input checked="" type="checkbox"/>

Department Expenditure Detail DSR2										
Department				Library						
Object				Description				Amount		
DSR2A										
Personnel	FY 2011			FY 2012			FY2013			
	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	13	37	23.6	13	37	23.6	
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?							Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
1. Salary and Wage Permanent Positions.										
a. Regular Salary and Wage Sub Total							772,545			
b. Other Salary and Wage Sub Total										
Sub Total 1							772,545			
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a. Part-time Monday – Saturday							270,401			
b. Sunday part-time hours (time and a half)							29,021			
c.										
d.										
e.										
f.										
Sub Total 2							299,422			
3. Salary and Wage Overtime (Itemized Below)										
a.										
b.										
c.										
d.										
e.										
f.										
Sub Total 3										
4. Other Salary and Wage Expenses – (Itemized Below)										
a.										
b.										
c.										
d.										
e.										
f.										
Sub Total 4										
5. Total Salary and Wages (1+2+3+4)							<b>1,071,967</b>			
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		550		1,850		
				Computer software licenses		1,300				

Department Expenditure Detail DSR2		
Department	Library	
Object	Description	Amount
Other Property Related Services		
Professional & Technical Services	Minuteman Library Network 54,553 Bindery 4,568 Iron Mountain and NEDCC 345 Other 1,000	60,466
Communications	Postage 2,085 Printing 508	2,593
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  Library materials budget Newspapers, periodicals, 22,100 Books 131,043 Audiovisual 43,000 Databases <u>18,000</u> Total Materials 214,143	220,239
Governmental Charges		
Travel & Mileage	Conference in-state 142 Mileage 300	442
Dues & Subscriptions	American Library Association membership	295
<b>6. Total Expenses</b>		<b>294,526</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>1,366,493</b>

Performance Improvement Funding Request DSR4			
Department	Library		
Title	Children's Programming Librarian (PT)	Priority	1
DSR4			
Expenditure Classification	Frequency		Total \$
	Recurring \$	One-Time \$	
Salary and Wage	19,615		19,615
Expense			
Operating Capital			
Total	19,615		19,615
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 <b>current</b> Town revenues be negatively impacted?			X
6. Is there an increased exposure for the Town if the request is <b>not</b> 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?			NA
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 DSR-4 request. In place of adding a full-time Children's Librarian, last year the library requested funding for two part-time positions:</p> <ol style="list-style-type: none"> <li>1. A 10-hour-a-week Children's Reference Librarian and</li> <li>2. A 19-hour-a-week Children's Programming Librarian</li> </ol> <p>As a result of staff changes, the Part-Time Reference Librarian was able to be funded in the FY12 budget. This request is for funding for the Children's Programming Librarian—a part-time, non-benefited position.</p> <p>19 hours a week x 52 weeks=988 hours x 19.8525 per hour= \$19,615</p> <p>Quality programming is an essential service for a successful Children's 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.</p>			

Performance Improvement Funding Request DSR4			
Department	Library		
Title	Circulation Desk Hours	Priority	2
DSR4			
Expenditure Classification	Frequency		Total \$
	Recurring \$	One-Time \$	
Salary and Wage	14,343		14,343
Expense			
Operating Capital			
Total	14,343		14,343
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 <b>current</b> Town revenues be negatively impacted?			X
6. Is there an increased exposure for the Town if the request is <b>not</b> 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?			NA
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:                      18 hours a week x 52 weeks=936 hours x 15.3228 per hour= 14,343</p> <p>Previously, the library's full-time Administrative Specialist oversaw the workings of the Network Transfer/Inter-Library Loan Department. With the change to a part-time Administrative Specialist, the library's two full-time Library Assistants have assumed this duty. In order to do the supervising and checking out the items to be sent to other libraries, these two people have had to decrease the number of hours they spend at the Circulation Desk. Part-time hours, funded by the State Aid Account, have been used to cover their desk time. Continued use of this account for salary items will totally deplete the fund in a few years (see enclosed "State Aid Account" statement).</p>			

Performance Improvement Funding Request DSR4			
Department	Library		
Title	Network Transfer Pack/Unpack Pages	Priority	3
DSR4			
Expenditure Classification	Frequency		Total \$
	Recurring \$	One-Time \$	
Salary and Wage	8,529		8,529
Expense			
Operating Capital			
Total	8,529		8,529
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 <b>current</b> Town revenues be negatively impacted?			X
6. Is there an increased exposure for the Town if the request is <b>not</b> 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?			NA
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 8.6319 per hour= \$8,529</p> <p>This is a request to hire a 19-hour-a-week page to pack and unpack the 18-25 bins of materials that are delivered to the library each Monday through Friday. The bins contain Needham materials that have been returned at other libraries in the State, Needham materials that are being sent to other libraries to fill requests, other libraries' materials that have been returned to Needham, and materials that have been sent to Needham from other libraries to fill requests for Needham citizens. The Network Transfer/Inter-Library Loan business continues to increase each fiscal year. In FY11 58,783 items were loaned to other libraries, and 61,418 items were borrowed from other libraries to fill Needham requests. This comprises approximately one-half of the items in the delivery system. After the delivered bins are unpacked, the empty bins are filled with approximately the same number of outgoing materials. These hours are currently being funded by the library's State 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>			

Performance Improvement Funding Request DSR4															
Department	Library														
Title	Technology Replacement	Priority	4												
DSR4															
Expenditure Classification	Frequency		Total \$												
	Recurring \$	One-Time \$													
Salary and Wage															
Expense		16,250	16,250												
Operating Capital															
Total			16,250												
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 <b>current</b> Town revenues be negatively impacted?			X												
6. Is there an increased exposure for the Town if the request is <b>not</b> 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 \$16.250 requested represents the fourth year (two years were combined) of a five-year plan to replace the library's computer and other technology-related equipment, the bulk of which was purchased at the same time, prior to the new library's opening in March of 2006. Some equipment was purchased and in use prior to the library's opening date. The computers have been placed on a replacement cycle that began in FY11 and goes through FY14.</p> <p>FY13:</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;">2 staff computers (\$1,000 each)</td> <td style="width: 10%; text-align: right;">2,000</td> <td style="width: 30%;"></td> </tr> <tr> <td>2 staff printers (\$125 each)</td> <td style="text-align: right;">250</td> <td></td> </tr> <tr> <td>14 public computers (\$1,000 each)</td> <td style="text-align: right;">14,000</td> <td></td> </tr> <tr> <td style="text-align: right;">Total</td> <td></td> <td style="text-align: right;">16,250</td> </tr> </table>				2 staff computers (\$1,000 each)	2,000		2 staff printers (\$125 each)	250		14 public computers (\$1,000 each)	14,000		Total		16,250
2 staff computers (\$1,000 each)	2,000														
2 staff printers (\$125 each)	250														
14 public computers (\$1,000 each)	14,000														
Total		16,250													

Performance Improvement Funding Request DSR4			
Department	Library		
Title	Museum Pass Reservation Software	Priority	5
DSR4			
Expenditure Classification	Frequency		Total \$
	Recurring \$	One-Time \$	
Salary and Wage			
Expense	725		725
Operating Capital			
Total	725		725
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 <b>current</b> Town revenues be negatively impacted?			X
6. Is there an increased exposure for the Town if the request is <b>not</b> 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?			NA
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 twenty-one 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 180 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>			

Department Information DSR1	
Department	Park and Recreation
Operational Considerations	
<p><b>Communication:</b> Providing information to the public and staff is a daily task. The department regularly utilizes the Town’s website, providing the seasonal brochures on-line, highlighting special events, and sending information out through several Notify Me mailing lists that now also include a text message option. The most popular information request relates to daily Field Status. A Notify Me message is sent to more than 1,200 subscribers, the daily information is updated on the Field Status section of the website, and the status is updated on the Recorded Information line. For about twenty years, Park and Recreation has produced three seasonal brochures: Summer, Fall, and Winter/Spring. The brochures have been mailed to all Needham households, and additional copies have been provided to several public buildings and to real estate agents. As the department transitioned into an on-line registration system and a full brochure can now be displayed on the website, the amount of requests for copies of the brochure has been reduced. At the same time, the Post Office has made it more difficult to process bulk mailing, so Park and Recreation is preparing to shift to a “green” model, and print far less copies of the brochure and eliminate bulk mailing. The operating budget only covers the cost of printing the summer brochure, and the summer mailing and all costs related to the other two brochures are paid for through the Revolving Fund, so there will not be substantial savings in the operating budget. Park and Recreation is looking to increase its ability to use social media to assist with the loss of marketing from mailing to each household, and to do limited first class mailing for those who still need a paper copy sent home. In some communities, without enough outreach, registration numbers and revenue have decreased with this change. The hope is to avoid that drop with multiple avenues of communication, including new options not available to the department at this time.</p> <p>The on-line registration system continues to be a success. The majority of registrations are handled on-line, and the majority of programs exceed minimum requirements, with many at full capacity. The ability to send e-mail notifications directly to individual programs has been an additional benefit to communication tasks.</p> <p><b>Overtime:</b> In 2011, discussions were held related to playground safety and maintenance. It was agreed that DPW Parks &amp; Forestry would officially handle the regular maintenance of playground surfacing, which is a year-round task. The understanding was that it would be handled as an overtime task and that Park and Recreation would fund the overtime. In order to accomplish this, funds have had to be moved from expenses to overtime salary. For the first half of the current fiscal year, Park and Recreation assumed \$4,000 of overtime. Even with the transfer of expense funds, it will be difficult to assume the full year of overtime within existing funds. The Park and Recreation staff was re-organized in September 2010. With many registration duties handled by the on-line registration program, the Department Assistant 2 position was converted to be a Recreation Supervisor position, to assist with program administration. This has allowed the Assistant Director to provide time to all of the trails projects, including the establishment of the Trail Steward program. The Recreation Supervisor is eligible for overtime, and some of the programs are held in the evenings and on weekends. Though an effort is made to balance the hours of the regular workday with the non-workday activities, there is still an increase in overtime paid. In addition, the Recreation Supervisor is assisting the Cultural Council with tasks related to New Years Needham, an increase to overtime hours that are covered by the Park and Recreation budget. The Recreation Supervisor serves as the recording secretary to the Community Preservation Committee, and those overtime hours are paid for through the CPC administrative funds.</p> <p><b>Park Facilities, Environment and Health:</b> Park and Recreation is proud of the improvements created at many of the parks in the last decade, mostly in partnership with DPW Parks &amp; Forestry</p>	

**Department Information  
DSR1**

<b>Department</b>	<b>Park and Recreation</b>
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and other DPW divisions, as well as with community groups and individuals. Some of these improvements lead toward increased expenses or staff time to maintain. Requests for use of fields continue to increase as existing programs try to provide more activities within their programs and expand their registration numbers. The issues commonly raised by residents include: **A.** 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, (10) splash park. **B.** Increased public demand to control Canada Geese. **C.** Increased public demand to solve issues related to trash. **D.** Increased public demand for clean water in ponds. **E.** Equivalent amount of public demand to create a public dog park vs. eliminate unleashed dogs and their feces from public parks. **F.** Increased public demand for replacement or addition of fences. Park and Recreation is working with rail trail and community center groups, and is establishing a Trail Steward volunteer program.

There is a greater emphasis on providing opportunities for residents to become healthier, physically and emotionally. The department is an active participant in *Eat Well, Be Fit, Needham* and continues to strive to provide information and opportunities that help families and individuals – including staff – create a balance, add fitness, reduce injuries/health risks, and make healthy food choices in their lives. For programs that offer snacks, the Recreation Supervisor has chosen foods that are least likely to be an issue for children with allergies, and have reduced levels of sugar and fat. The vending company that provides machines at Rosemary Pool also is required to provide low-sugar, low-fat options. The department works to educate residents on issues related to the actions they take that have an effect on their own health or others. Issues include the transfer of bacteria at the pool, proper hand washing, prevention of concussions, and the safe use of athletic fields, including use of the warmer synthetic turf fields.

**Rosemary Pool:** Due to the MA Permit Extension Act, the 2006 permit to drain Rosemary Lake for pre-season maintenance on the pool was re-established, and the request for the 2010 permit which had been appealed was dropped. Two specialists were hired to study the drainage questions related to the appeal, and supported the anecdotal information gathered by the Town in prior years. The pool opened on time this season, and had no major shut-downs that weren't related to weather conditions. The 2006 permit has been extended for three more seasons. Park and Recreation is preparing to work with the Town Manager and others on a long-term study of the pool.

**Indoor Programming Space:** Each year, it becomes more difficult to find locations for programs. For decades, Park and Recreation was the primary user of school buildings in the summer, but many school programs are now 12 months long, including Special Education programs, Community Education, and programs held in conjunction with the Athletics Department. In 2011, the Conservation Commission decided that green spaces would not be mowed at Ridge Hill Reservation, which limited activity options for the Outdoor Living Adventure program held on that site. North Hill has been a recent partner providing activity space, but with construction underway, those options are now not available. St. Sebastian's and the Housing Authority have provided some limited programming space. Park and Recreation, with the PPBC, has begun a feasibility study of the Cricket Field building.

**Fees:** The Park and Recreation Commission and Department annually review program fees, adjusting fees as appropriate, with the intent of having the majority of programs be self-sustaining. The General Fund fees are for Rosemary Pool, including swim lessons, the major summer programs, and the Field Administration Fee.

Summer Programs continue to collect revenue exceeding the cost of running the programs. In Fiscal

**Department Information  
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<b>Department</b>	<b>Park and Recreation</b>
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Year 2011, more than \$150,000 was collected in revenue, yet direct costs including payroll and expenses averaged about \$80,000. In FY'11, more than \$40,000 was collected in Field Administration Fees, to contribute towards the cost of the work related to scheduling and serving as administrators to the athletic fields and parks. Rosemary Pool's revenues have decreased in recent years due to issues related to the pumps and last year's inability to drain and properly clean the pool. The revenue collected in July and August, 2011 is about \$10,000 ahead of those two months in 2010, so if revenue in April-June 2012 exceeds 2011, the overall pool revenues will go back to the amounts seen in prior years.

Park and Recreation continues to provide fee assistance to Needham families in need. During the Summer of 2011, the value of \$18,000 was provided in free passes to Rosemary Pool, up from \$14,000 in Summer 2010 and \$9,000 was provided in free programs, consistent with Summer 2010, but almost double what it was prior to the change in the economy. This is a loss of revenue of just under \$30,000, but a service important to the Commission to offer to its residents.

Park and Recreation provides services that do not generate revenue. Use of the trails and playgrounds are free, yet the cost to maintain playgrounds continues to grow, and with our new Trails Steward program and emphasis on improving the trails, there will be additional costs. At some parks, public restrooms are available, and the cost of cleaning those is just under \$10,000 a year.

**Revolving Fund:** The programs held in the Fall, Winter, and Spring, as well as some small summer programs and special events are all funded through the fee-generated Revolving Fund (53-D). The Revolving Fund also includes revenue and expenses related to Field *Maintenance* Fee, Tennis Badge Fee, 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 General Fund in an effort to reflect the office staff members' time spent on those programs. On average, \$10,000 is deposited into the General Fund from Revolving Fund programs.

**Performance Factors**

**Update on Prior Performance Factors:** In FY'10 and FY'11, the goal was to increase the number of patrons at Rosemary Pool, using revenue and attendance figures to compare. Now that the Summer of 2011 information can be compared to Summer 2009 and 2010, Park and Recreation can report that the Summer of 2011 had a total attendance of more than 21,000, an increase of 5,000 over Summer 2010 and 10,000 more than Summer 2009. The revenue in Summer 2010 and Summer 2011 was about equal at \$80,000 including swim lessons. It appears that the number of daily admission sales increased, but the number of season pool passes decreased, accounting for the equivalent revenue. In Summer 2011, daily admission was 3,700 people as opposed to 2,400 in Summer 2010. Total family season passes sold in 2011 were 221, but were 329 in 2010. Traditionally, season pass sales increase the spring following a successful summer at the pool. The department staff and pool staff will continue to work on ways to increase attendance.

Park and Recreation was able to re-organize the department staff, eliminating a Department Assistant 2 position and creating a Recreation Supervisor position to handle some of the programming. The Assistant Director has been named the Trails Coordinator for the Town, overseeing the trails under the jurisdiction of the Park & Recreation Commission, Conservation Commission, Board of Selectmen and School Committee. Three Eagle Scout or Girl Scout Gold Star projects were completed in FY'10, and three were completed in FY'11, with 6 more initiated but yet

<b>Department Information DSR1</b>				
<b>Department</b>	<b>Park and Recreation</b>			
<p>to be completed. Several of these projects relate directly to trails, with bog bridges being rebuilt in several cases, making trails more accessible. Small community groups have offered to assist with park clean-ups for many years, and those groups continue to be generous with their time. Two town-wide clean up days were held this year in conjunction with Needham 300, and the effort will continue in upcoming years. The Assistant Director is participating in the Eco Explorers grant program with Needham Public Schools, a 3 year grant program teaching how to educate about nature and trails. Three new kiosks have been installed at Ridge Hill, and Conservation Commission installed a new Ridge Hill sign making it easier for residents to find the valuable open space. A spring trail event was held at Ridge Hill, and through various initiatives including that event, residents have signed up to be on the Trails Notify Me list to be notified of upcoming trails days and events. By Spring 2012, a Trails Stewards program will be finalized and the first trail stewards will be trained to help with trail monitoring and maintenance. Individual maps were created with the Trails Master Plan project and are available on-line. The maps will be enhanced with information about each site and provided in kiosks, at Town departments, and on-line. New trail markers will be installed at the Town Forest and Ridge Hill that are consistent with the maps.</p> <p><b>FY 2013 Performance Goal:</b> Starting in FY'12 and continuing into FY'13 will be an effort to better coordinate the maintenance of all playgrounds. Last year, the Town still had two wooden playground structures, and the one at Greene's Field has now been removed, and a committee is actively planning for a new playground for the park. The Newman playground for Grades 1-5 is the final wood structure, and the parents and administration are ready to start planning for its replacement. The maintenance program with a private contractor in place for several years was decreased as a new contract was established and some duties were shifted over to DPW Parks and Forestry. The effort will be to re-establish the regular inspection and maintenance of the 20 sites. Achievements will be measured through inspection reports and number of sites receiving quarterly maintenance.</p>				
<b>Spending Request Recap</b>				
Description	Base Request DSR2	Additional Request DSR4	Total	
Personnel	453,499		453,499	
Expenses	107,875		107,875	
Operating Capital	0		0	
<b>Total Operating Request</b>	<b>561,374</b>		<b>561,374</b>	
Special Financial Warrant Articles?		YES		NO    X

Department Expenditure Detail DSR2									
Department				Park and Recreation					
Object				Description				Amount	
DSR2A									
Personnel	FY 2011			FY 2012			FY2013		
	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 2 (see below)?							Yes	No	X
1. Salary and Wage Permanent Positions.									
a. Regular Salary and Wage Sub Total							250,767		
b. Other Salary and Wage Sub Total							3,000		
Sub Total 1							253,767		
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a. <b>Rosemary Pool:</b> Rec Spec 5 (1); Rec Spec 4 (2); Rec Spec 2 (15) <i>10 week season, training, pre-season maintenance</i>							106,110		
b. <b>Summer Programs:</b> Rec Spec 5 (1); Rec Spec 2 (5); Rec Spec 1 (20) <i>8 week season, training, pre-season set-up</i>							85,622		
c.									
d.									
e.									
f.									
Sub Total 2							191,732		
3. Salary and Wage Overtime (Itemized Below)									
a. Recreation Supervisor overtime							2,000		
b. Administrative Specialist overtime							500		
c. DPW overtime for Park and Recreation projects							5,500		
d.									
e.									
f.									
Sub Total 3							8,000		
4. Other Salary and Wage Expenses - (Itemized Below)									
a.									
b.									
c.									
d.									
e.									
f.									
Sub Total 4							0		
5. Total Salary and Wages (1+2+3+4)							453,499		
DSR2B									
Object				Description				Amount	
Energy				Electric (\$10,000) Gas (\$400)				10,400	
Repairs & Maintenance Services				Plumber (\$4,500) Pump Specialist (\$2,525) Playground Maintenance (\$8,000) Pool Cleaning (\$800)				16,325	

Department Expenditure Detail DSR2		
Department	Park and Recreation	
Object	Description	Amount
	Repairs (\$500)	
Rental & Leases		0
Other Property Related Services	Park Restroom Cleaning	9,000
Professional & Technical Services	Water Testing (\$500) Training: CPR/First Aid, Staff, Lifeguard (\$1,000)	1,500
Communications	Phones: land & cell (\$3,000) Printing: brochure, forms (\$1,500) Postage (\$1,000) Legal Notices (\$150)	5,650
Recreational & Cultural Services	Special Events	1,800
Other Purchased Services	Bus Rentals (\$2,500) equipment repair, pest control, state permits, pond treatment (\$1,000)	3,500
Office Supplies	Office Supplies	1,200
Building & Equipment Supplies	Pool Paint (\$6,000) Chlorine (\$14,000) DE (\$14,000) Pool Supplies (\$1,200) Misc Repair Supplies (\$300)	35,500
Custodial Supplies	Pool Custodial Supplies	800
Grounds Keeping Supplies	Playground Safety Surfacing and Replacement Parts	11,000
Vehicular Supplies	Gas, oil for equipment	200
Food and Service Supplies	Program Snacks, Project Supplies	1,500
Medical Supplies	First Aid supplies	200
Public Works Supplies		0
Other Supplies & Equipment	Staff/volunteer shirts* (\$1,600) Lifeguard uniforms*+ (\$600) Pool Badges/admission bands (\$1,000) Red Cross Certificates (\$200) Safety Equipment (\$400) Arts & Crafts materials (\$1,200) Program equipment (\$1,000) Training materials (\$100) <i>* = state requirement for pool + = staff reimbursement</i>	6,100
Governmental Charges		0
Travel & Mileage		2,500
Dues & Subscriptions		700
<b>6. Total Expenses</b>		<b>107,875</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>561,374</b>

<b>Limited Budget Submission LBS1</b>								
<b>Budget Title</b>		<b>Trustees of Memorial Park</b>						
Type	Committee	<input checked="" type="checkbox"/>	Limited	<input type="checkbox"/>	Townwide	<input type="checkbox"/>		
<b>Operational Considerations</b>								
<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 expenses 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 the cleaning of the restrooms. 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. Efforts are made to reduce the use of the building during the winter to save energy costs, but the building remains heated. The Public Facilities Department handles small repair projects in the building.</p> <p>The Trustees of Memorial Park have a concession room revolving fund with a cap of \$4,100. They have not charged a fee for use of the concession room in several years as the groups using the room have been making donations towards projects in the building and at the park. During the past few months, user groups and residents have been donating improvements to the concession room and building, including new carpeting on the 2<sup>nd</sup> floor. The Revolving Fund will be used to make the final purchases for the upgraded concession room, including a stove, event-size coffee maker, and vents.</p> <p>The operating budget assists with small project costs and maintenance of the garden areas near the memorials. The large corner garden is primarily maintained by volunteers, and efforts were taken this year to bring in new volunteers to clean out the overgrown areas. Repairs are also underway of the sign boards.</p> <p>The Fields of Dreams project created about \$2 million worth of improvements to the athletic fields at Memorial Park, and added a popular walking path to replace the former track. The Parks and Forestry Division has made some additional improvements to the park with netting and drainage improvements.</p>								
<b>Expense Detail</b>								
Does this request include funding for salary or wage expense?					Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
If yes, does the current year budget include this expense?					Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
If the salary and wage expense funds a permanent position, indicate the FTE.								
<b>Description</b>								
<b>Amount</b>								
a.	Groundskeeping Supplies					400		
b.	Maintenance					350		
c.								
d.								
e.								
f.								
<b>Total</b>						<b>750</b>		

Limited Budget Submission LBS1								
Budget Title		Trustees of Memorial Park						
Type	Committee	<input checked="" type="checkbox"/>	Limited	<input type="checkbox"/>	Townwide	<input type="checkbox"/>		
Spending Request Recap								
Description	Base Request	Additional Request DSR4		Total				
Townwide	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>				
Personnel	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>				
Expense	750	<input type="checkbox"/>		750				
Operating Capital	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>				
<b>Total</b>	750	<input type="checkbox"/>		750				
Special Financial Warrant Articles?					Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>

Department Information DSR1	
<b>Department</b>	<b>Department of Public Works - RTS</b>
Operational Considerations	
<p><b>“The Department of Public Works plans, designs, constructs, operates, maintains and manages all physical facilities that are necessary or desirable to community life”</b></p> <p>Services provided by a municipality can be placed into one or more of several categories based on the impact to the community. These categories tend to fall into a natural hierarchical level of importance for the community as follows:</p> <ul style="list-style-type: none"> <li>I. Legal Mandate</li> <li>II. Health and Safety</li> <li>III. Liability or Risk Management</li> <li>IV. Desired Community Services</li> <li>V. Enhanced Quality of Life</li> </ul> <p>For example an incorporated municipality must select and establish a legislatively authorized form of governance to operate by (Board of Selectmen/General Government Departments). The State Board of Education requires the establishment of or the participation in a school district to undertake the education of children (School Department). Once established a community will have an expectation that law and order will be maintained as well as the protection of life and property (Police, Fire, Health, Community Development and Inspectional Service Departments). These functions are acknowledged to be the core services for the community. With the basic services of the community established other beneficial functions such as cultural and leisure activities (Library, Park and Recreation Department etc.) and generational services (Youth Commission and Council of Aging) are a consideration.</p> <p>The community itself and all of the functions identified above have to operate daily within a network of physical infrastructure systems. The operation of these systems is interrelated allowing the community to go about the routine tasks of life. The water system, the sewer system, the storm drain system, the street &amp; sidewalk system, the traffic control system, the park system, the urban forest and the athletic facilities function independently. They are interrelated primarily by location therefore the performance of certain tasks must be integrated and coordinated. The successful integration and coordination amongst these systems is the heart and soul of what makes a professional, committed and dedicated Public Works Department critical to the well being of a vibrant community</p> <p><b><u>SOLID WASTE &amp; RECYCLING</u></b></p> <p>In Needham the management of Municipal Solid Waste (MSW), commonly known as Trash or Garbage, is somewhat unique compared to well developed suburban communities of a similar size across the country. However, being unique is not unique for Needham. In the instance of solid waste it is quite possibly the primary reason for Needham routinely being one of the highest performing MSW reduction towns in Massachusetts.</p> <p>For many years Needham operated an open (and sometimes burning) dump in the area now known as Claxton Field. In the early 1950s the operation moved across the street to the current location on Central Avenue. It operated there as an open dump for 20 more years until it was converted to a landfill operation to conform to Federal and State standards.</p> <p>In the late 1960s the League of Women Voters established a voluntary (hands-off) recycling program. The program gained popularity and continued to expand yearly collecting greater volumes and more types of recyclables. The State eventually required the elimination of numerous</p>	

**Department Information**  
**DSR1**

**Department****Department of Public Works - RTS**

recyclables from the waste stream referred to Waste Ban Items.

During the 1970s under heavy regulatory scrutiny of the landfill operation, the expanding popularity of recycling and with the community approaching a population of 30,000 a decision had to be made on how to best manage solid waste. After much community "conversation" the decision was made to remain a "drop-off" operation and RTS was constructed. This is a classic example of community desire (Category IV). The existence of the landfill (formerly an open dump) for many years and the potential for groundwater contamination (Category III) along with Federal and State regulations for solid waste to protect public health (Category II) ultimately led to an order from the State in 1997 to close and cap the landfill (Category I).

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 Department of Public Works. 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 the Town such as books, clothing and many other reusable items for residents to utilize as needed.

Significant Changes Between FY 11 and FY 12

- Other Purchased Services - for Single Stream Recyclables, \$16,400, was eliminated. The new revenue contract for recyclables has a small revenue component for this item rather than a cost. The amount allocated for paint disposal was increased to \$29,000 due to increased volume of paint being disposed. The cost of disposal for paint for FY10 was \$22,085.
- Public Works Supplies; Decrease of \$16,358 or 19% due to reduced sales of Pay Per Throw Bags.

Significant Changes Between FY 12 and FY 13

- The Other Property Related Services line was increased to reflect the new contracts for solid waste disposal and wood waste disposal. The contractual cost of transportation of is increased \$10 per load (the RTS budgets 356 loads per year). The Wheelabrator tipping fee increases contractually by .75 of the CPI. For budgeting purposes, the RTS uses 4.5% for the CPI. The tipping fee for FY 12 is \$72.48. The projected tipping fee for FY 13 is \$74.93.
- The Other Purchased Services line was increased by \$25,000 for rock crushing/materials processing. That service is purchased on an annual basis but was not reflected in the budget.
- The Capital Equipment Replacement line was increased to \$55,000 so that the RTS is able to keep the transfer trailer due for replacement and increase the number of transfer trailers available. With the addition in FY 12 of single stream recycling as a separate item in the Town's sale of recyclables contract, an additional trailer is needed to keep this item segregated from other materials being processed.

FY 13 Goals

- Expand specialty recyclables, such as the Re-Use-It Shed, the bottle and can shed, the book and clothing drop boxes.

**Department Information  
DSR1**

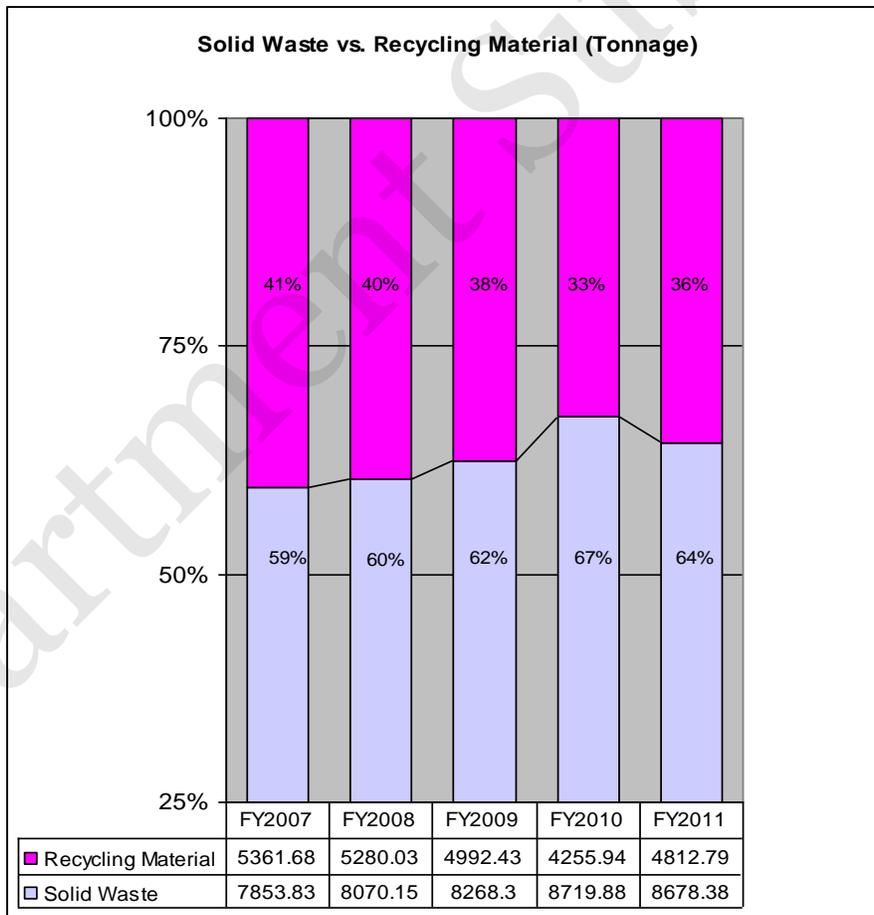
**Department** | **Department of Public Works - RTS**

Relocate entrance gate. This would occur after the specialty recyclables expansion.

**Performance Factors**

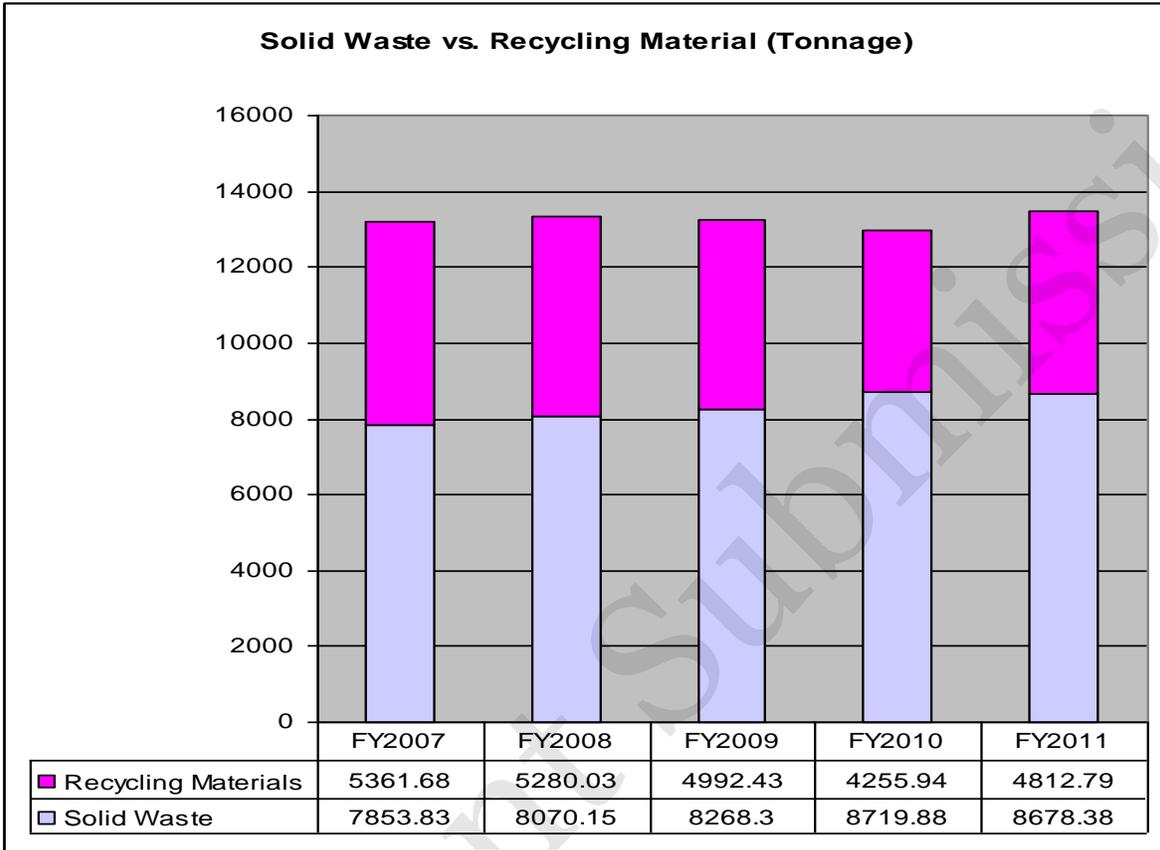
Below are tables setting the solid waste and recycling tonnage and percentages for the Town by fiscal year. The tables do not include yard waste.

	<b>Solid Waste - tons</b>	<b>Solid Waste %</b>	<b>Recycling Material - tons</b>	<b>Recycling Material %</b>	<b>Total - tons</b>
<b>FY2007</b>	7,853.83	59%	5,361.68	41%	13,216.10
<b>FY2008</b>	8,070.15	60%	5,280.03	40%	13,350.78
<b>FY2009</b>	8,268.30	62%	4,992.43	38%	13,261.35
<b>FY2010</b>	8,719.88	67%	4,255.94	33%	12,976.49
<b>FY2011</b>	8,678.38	64%	4,812.79	36%	13,491.81



**Department Information  
DSR1**

**Department** Department of Public Works - RTS



**Spending Request Recap**

Description	Base Request DSR2	Additional Request DSR4	Total
Personnel	673,304		673,304
Expenses	1,239,290		1,239,290
Operating Capital	55,000		55,000
<b>Total Operating Request</b>	<b>1,967,594</b>		<b>1,967,594</b>
Debt Service	150,000		150,000
Reserve Fund	25,000		25,000
<b>Total Enterprise Budget</b>	<b>2,142,594</b>		<b>2,142,594</b>

Special Financial Warrant Articles? YES  NO

Department Expenditure Detail DSR2									
Department				RTS Enterprise					
Object				Description				Amount	
DSR2A									
Personnel	FY 2011			FY 2012			FY2013		
	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	0	9	9	0	9	9	0	9
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?							Yes	No	X
1. Salary and Wage Permanent Positions.									
a. Regular Salary and Wage Sub Total							490,682		
b. Other Salary and Wage Sub Total							11,700		
Sub Total 1							502,382		
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a. 1 Summer Help							5,750		
b.									
c.									
d.									
e.									
f.									
Sub Total 2									
3. Salary and Wage Overtime (Itemized Below)									
a. Scheduled Overtime							78,958		
b. Additional Saturday Staff including Paint Collection and HHWD							44,792		
c. Vacation Backfill - Saturdays Only							9,870		
d. Monday Equipment Maintenance							23,687		
e. Leaf Sundays							6,050		
f. Landfill Monitoring							1,815		
Sub Total 3							165,172		
4. Other Salary and Wage Expenses - (Itemized Below)									
a.									
b.									
c.									
d.									
e.									
f.									
Sub Total 4									
5. Total Salary and Wages (1+2+3+4)							673,304		
DSR2B									
Object				Description				Amount	
Energy				Electricity and Transmission Charges				30,000	
Repairs & Maintenance Services				Equipment Services				28,700	
				Building Services				8,000	
				Facility Services				9,500	
Rental & Leases				Misc. Equipment Rentals				3,000	
Other Property Related Services				Wood Waste Hauling				26,000	
				MSW Hauling				113,000	

<b>Department Expenditure Detail DSR2</b>		
<b>Department</b>	<b>RTS Enterprise</b>	
Object	Description	Amount
	MSW Disposal	670,000
	Landfill Mowing	7,000
Professional & Technical Services	Conferences & Trainings	1,500
	Software Maint. and Support	1,000
	Soil & Compost Testing	2,000
	Transfer Station Inspections	2,500
	Landfill Grndwater Monitoring & Testing.	35,000
Communications	Fax Line	350
	Postage	150
	Wireless Communication	1,800
	Printing & Mailings	2,000
	Legal Notices	600
Recreational & Cultural Services		
Other Purchased Services	Tire Disposal	1,200
	Refrigerant Disposal	1,200
	HH Hazardous Waste	8,800
	Welding Services	4,000
	Pest Control Services	1,200
	Septic Tank Pumping	1,000
	Paint Disposal	29,000
	Universal Waste Disposal	6,000
	Brush Grinding	18,400
	Log Grinding	8,000
	Rock Crushing/Material Processing	25,000
	Medical Waste Disposal	2,400
Office Supplies	Standard Office Supplies	700
	Computer Paper	800
	Billing forms	500
Building & Equipment Supplies	Overhead Doors, Fire Alarm	5,500
	Disposal Stickers	3,000
	Gates & Signs	1,500
Custodial Supplies	Cleaners	500
	Brooms, Mops etc.	300
	Paper Products, soap etc,	700
Grounds Keeping Supplies		
Vehicular Supplies	Fuel	66,500
	Additives & Fluids	4,950
	Parts for Equip. & Tires	18,000
Food and Service Supplies		
Medical Supplies	Medical Supplies	500
Public Works Supplies	Pay-Per-Throw Supplies	60,000
	Paint	500
	Carpentry Supplies	1,000
	Calcium chloride, speedy dry etc.	1,000
	Tarps & bungee cords	5,750

<b>Department Expenditure Detail DSR2</b>		
<b>Department</b>	<b>RTS Enterprise</b>	
Object	Description	Amount
	Landfill flare parts	7,500
	Waste Containers	5,000
Other Supplies & Equipment	Employee Boot Allowance	1,200
	Employee PPE Gear	2,165
Governmental Charges	Fuel License	160
	Hoisting and CDL Licensing	340
Travel & Mileage	Conf. Out of State	2,500
Dues & Subscriptions	APWA, SWANA	425
<b>6. Total Expenses</b>		<b>1,239,290</b>
<b>DSR2C</b>		
Capital Equipment Replacement	Transfer Trailer	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>1,967,594</b>

<b>Department Information DSR1</b>	
<b>Department</b>	<b>Department of Public Works – Sewer Enterprise</b>
Operational Considerations	
<b>“The Department of Public Works plans, designs, constructs, operates, maintains and manages all physical facilities that are necessary or desirable to community life”</b>	
<b><u>SEWER SYSTEM</u></b>	
<p>The sewer system was established during the mid-1920s nearly 40 years following the creation of the water system. The continued population growth of the region over this period ultimately led to the creation of the Metropolitan Sewage Works to serve the City of Boston and the surrounding territories. This created an opportunity to expand a system into Needham (Category IV). Because of the need to address serious health conditions created by failing private sewage systems (Category III) and the desire to modernize homes with the addition of Mr. Crapper’s new invention the indoor flush toilet (Category V) the sewer system expanded steadily throughout town.</p> <p>The Water &amp; Sewer Division of the Public Works Department is responsible for two systems the Sanitary Sewer System (Sewer System) and the Storm Sewer System (Drain System). As a legislative condition Needham’s entry into the Metropolitan system a system of main drains for the collection, conveyance and discharge of sewage was required to be separate from any existing or new system for Stormwater. Therefore, in Needham for over 75 years Public works has been maintaining both systems.</p> <p>The division oversees collection, pumping and transportation of sewage throughout town to the connection points of the Massachusetts Water Resources Authority (MWRA) interceptor sewers situated along the Charles River. The sewage is then carried to the wastewater treatment plant in Boston, treated and discharges into the ocean</p> <p>The division also oversees the collection and transportation of Stormwater originating from rain and snow storms for discharge into streams, brooks, rivers, ponds, lakes, flood plains and wetlands throughout town. Stormwater and their discharges is now considered by the federal government as potentially contaminated and have come under increasingly severe discharge performance standards. The intention is to reduce or eliminate contaminants contained in the flow washed from ground surfaces and considered to be harmful to the environment.</p>	
<u>Significant Changes Between FY 11 and FY 12</u>	
<ul style="list-style-type: none"> <li>❑ The personnel was realigned between the Water and Sewer divisions to reflect where each employee is actually assigned. In addition, the Drains component of the Water and Sewer Division work was allocated to the Sewer Enterprise Fund with a General Fund contribution adjustment to the Sewer Enterprise Fund. An allocation from the Water Enterprise Fund budget to the Sewer Enterprise Fund budget based on the Water employees’ expected Drains work has been calculated at \$110,000.</li> </ul>	
<u>Significant Changes Between FY 12 and FY 13</u>	
<ul style="list-style-type: none"> <li>❑ The Expenses were realigned to reflect where they should be reported. \$20,000 was moved from Public Works Supplies to Medical Supplies, Vehicular Supplies, and Other Purchase of Services. The Vehicular Supplies line now includes \$10,000 in annual repairs needed for the Vector truck. Professional and Technical Services was reduced by \$44,000, with most of that reallocation - \$40,000 transferred to Repairs and Maintenance Services for Electrical and Mechanical Repairs and Maintenance.</li> </ul>	

Department Information DSR1			
Department		Department of Public Works – Sewer Enterprise	
Performance Factors			
<b>Sewer Infrastructure:</b>		<b>provide free-flowing sewer mains</b>	
Objective	Efficiency	Effectiveness	Action Plan
<i>flush and camera 25% of the 133 miles of sewer mains annually</i>	complete 33 miles of pipe per year	20%	repairs on vehicle and work in drains has contributed to lack of production in this category
<i>flush and camera 100% of the business district mains annually</i>	complete 100% of 4,165 linear feet of pipe	100%	
<i>flush and camera 100% of problem locations semi-annually</i>	complete 12,530 linear feet of pipe semi-annually	100%	
<b>Sewer Pumping Station:</b>		<b>maintain nine pumping stations</b>	
Objective	Efficiency	Effectiveness	Action Plan
<i>maintain sewerage flow through pumping stations</i>	inspect each pumping station twice daily; clean wet wells semi-annually; test generators under load monthly replace pumps on a rotating basis - replace 2 pumps per year, pumps are on 12 year replacement cycle	100%  100%	Develop a schedule for pump replacement. Need to develop an updated preventive maintenance schedule.

Department Information DSR1			
Department		Department of Public Works – Sewer Enterprise	
<b>Drains:</b>		provide adequate drainage to prevent flooding	
comply with National Pollution Discharge Elimination Systems (NPDES)			
Objective	Efficiency	Effectiveness	Action Plan
<b>Clean catch basins once per year; respond to catch basin and drain blockages and flooding conditions</b>	reduce catch basin blockages and flooding conditions; respond within two hours of notification, identify and correct problems within two hours of response	100%; 7 complaints logged in FY11	there are several areas in town that have flooding issues because of under sized drains; identify an appropriate capital plan for sizing drains
<b>Replace broken catch basins</b>	replace as needed within two weeks after report	50%; 12 replaced in FY 11	investigate possibility of a capital request for contract services to repair and replace catch basins and drain lines.
<b>Replace drain pipes</b>	reduce number of undersized drain pipes and deteriorated pipes	40% - 178 linear feet of pipe replaced in FY 11	
<b>Flush and camera 25% of drain lines annually</b>	complete 24 miles per year	87%; 21.2 miles completed	repairs on vehicles and work in sewer has contributed to lack of production in this category
<b>Maintain Brooks and Culverts</b>	clean all brooks and culverts; repair retaining walls as needed	unknown	A plan will be developed in FY 13
<b>Spending Request Recap</b>			
Description	Base Request DSR2	Additional Request DSR4	Total
Personnel	916,991	0	916,991
Expenses	475,056		475,056
Operating Capital	25,000		25,000
<b>Total Operating Request</b>	<b>1,417,047</b>		<b>1,417,047</b>

<b>Department Information</b>				
<b>DSR1</b>				
<b>Department</b>	<b>Department of Public Works – Sewer Enterprise</b>			
MWRA	5,291,080			5,291,080
Debt Service	1,400,000			1,400,000
Reserve Fund	35,000			35,000
Total Enterprise	8,143,127			8,143,127
Special Financial Warrant Articles?				
	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>

Department Expenditure Detail DSR2									
Department				Public Works – Sewer Enterprise Fund					
Object				Description				Amount	
DSR2A									
Personnel	FY 2011			FY 2012			FY2013		
	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	12		12	12		12
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?							Yes	No	X
1. Salary and Wage Permanent Positions.									
a. Regular Salary and Wage Sub Total							642,449		
b. Other Salary and Wage Sub Total							110,000		
Sub Total 1							752,449		
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a. 2 Summer Help							11,500		
b.									
c.									
d.									
e.									
f.									
Sub Total 2							11,500		
3. Salary and Wage Overtime (Itemized Below)									
a. On-Call Program							20,264		
b. Monitoring of Pump Stations							41,553		
c. Investigations and Blockages							11,648		
d. Night Sewer Cleaning/CCTV							13,699		
e. Unscheduled/ called in to assist OT/ Easement Clearing							13,975		
f. Drains, investigations on blockages, flooding and NPDES requirements							51,903		
Sub Total 3							153,042		
4. Other Salary and Wage Expenses – (Itemized Below)									
a.									
b.									
c.									
d.									
e.									
f.									
Sub Total 4									
5. Total Salary and Wages (1+2+3+4)							916,991		
DSR2B									
Object				Description				Amount	
Energy				<b>Sewer</b> Electricity= .21/kwh x 513,673kwh/yr = 107,872 Natural Gas= 1.26/therm x 2,000therm/yr = 2,520				110,392	
Repairs & Maintenance Services				<b>Sewer</b> West St. (PLC upgrade) 10,000				127,000	

Department Expenditure Detail DSR2		
Department	Public Works – Sewer Enterprise Fund	
Object	Description	Amount
	<b>Sewer</b> Trench Restoration 7,000 Electrical and Mechanical On-Call Services, Motor Repairs, Wet Well Cleaning 45,000 <b>Drains</b> Replace up to 1000' of pipes per year 65,000	
Rental & Leases	<b>Drains</b> Pump Rentals 15,000	15,000
Other Property Related Services Professional & Technical Services	<b>Sewer</b> MWRA Testing 10,250 Seminars 1,600 Training 1,350	13,200
Communications	<b>Sewer</b> Telephones, Cell Phones, Radios Telemetry / Emergency Dialers	9,240
Recreational & Cultural Services Other Purchased Services	<b>Sewer</b> Construction Services 3,500 <b>Drains</b> Street Cleaning, Street Sweeping Debris Disposal, Catch Basin Debris Disposal 61,000	64,500
Office Supplies	<b>Sewer</b> Paper Products 400 Office Supplies 300	700
Building & Equipment Supplies	<b>Sewer</b> Pump Station Supplies 6,000 Paint Supplies 250 Window Repairs and Vandalism 250	6,500
Custodial Supplies	<b>Sewer</b> Rags for Spills, Cleaning Supplies, Disinfecting Supplies	2,000
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= 3.85/gal x 7,538 gallons/yr = 29,021 Unleaded Gasoline= 3.58/gal x 2,246 gallons/yr = 8,041 Vactor Truck Parts 5,000 <b>Drains</b> Diesel 3.85/gal x 2,28 gallons/yr =	55,874

Department Expenditure Detail DSR2		
Department	Public Works – Sewer Enterprise Fund	
Object	Description	Amount
		8,812
	Vactor Truck Parts	5,000
Food and Service Supplies		
Medical Supplies	<b>Sewer</b> Medical Supplies	250
Public Works Supplies	<b>Sewer</b> Large Tools Hand Tools Pump Replacement Parts Testing Equipment Hardware Supplies Mainline Sewer Pipe Pipe for Services (PVC) Special Flushing and Roding Tools CCTV Truck Supplies Manhole Frames and covers Crushed Stone Sand Sewer Bricks Bagged Cement Asphalt <b>Drains</b> Special Flushing and Roding Tools CCTV Truck Supplies Manhole Frames and covers Precast manholes and barrel blocks Crushed Stone Sand Bagged Cement	60,000
Other Supplies & Equipment	<b>Sewer</b> Safety Clothing Clothing Allowance Health/ Safety Equipment <b>Drains</b> Misc. Items	8,050
Governmental Charges	<b>Sewer</b> Certifications and Licenses	500
Travel & Mileage		
Dues & Subscriptions	<b>Sewer</b> APWA/ NEWEA/ WEF  <b>Drains</b> APWA/NEWEA/ WEF	1,500
<b>6. Total Expenses</b>		<b>475,056</b>
<b>DSR2C</b>		

Department Expenditure Detail DSR2		
Department	Public Works – Sewer Enterprise Fund	
Object	Description	Amount
Capital Equipment Replacement	Pump Replacement Program 25,000	25,000
7. Total Operating Budget Capital		<b>25,000</b>
8. Total Base Request (Line 5 + Line 6 + Line 7)		<b>1,417,047</b>

Department Information DSR1	
<b>Department</b>	<b>Public Works – Water Enterprise Fund</b>
<b>Operational Considerations</b>	
<p><b>“The Department of Public Works plans, designs, constructs, operates, maintains and manages all physical facilities that are necessary or desirable to community life”</b></p> <p>Services provided by a municipality can be placed into one or more of several categories based on the impact to the community. These categories tend to fall into a natural hierarchical level of importance for the community as follows:</p> <ul style="list-style-type: none"> <li>I. Legal Mandate</li> <li>II. Health and Safety</li> <li>III. Liability or Risk Management</li> <li>IV. Desired Community Services</li> <li>V. Enhanced Quality of Life</li> </ul> <p>For example an incorporated municipality must select and establish a legislatively authorized form of governance to operate by (Board of Selectmen/General Government Departments). The State Board of Education requires the establishment of or the participation in a school district to undertake the education of children (School Department). Once established a community will have an expectation that law and order will be maintained as well as the protection of life and property (Police, Fire, Health, Community Development and Inspectional Service Departments). These functions are acknowledged to be the core services for the community. With the basic services of the community established other beneficial functions such as cultural and leisure activities (Library, Park and Recreation Department etc.) and generational services (Youth Commission and Council of Aging) are a consideration.</p> <p>The community itself and all of the functions identified above have to operate daily within a network of physical infrastructure systems. The operation of these systems is interrelated allowing the community to go about the routine tasks of life. The water system, the sewer system, the storm drain system, the street &amp; sidewalk system, the traffic control system, the park system, the urban forest and the athletic facilities function independently. They are interrelated primarily by location therefore the performance of certain tasks must be integrated and coordinated. The successful integration and coordination amongst these systems is the heart and soul of what makes a professional, committed and dedicated Public Works Department critical to the well being of a vibrant community</p> <p><b><u>WATER SYSTEM</u></b></p> <p>The establishment of the water system in the late 1880s is an example of a desired community service (Category IV). Over the years as the system has expanded and the population has grown the water supplies have become subject to increasing risk of contamination (Category III) and therefore a concern for public health (Category II). This has resulted in the Town being required to meet Federally mandated water treatment standards (Category I).</p> <p>The division oversees the development and production of the water supply in the Charles River Well Field and supplemented by the Massachusetts Water Resources Authority (MWRA) system. The quality and the safety of the potable water are attained at the Charles River Water Treatment Facility (CRWTF). The delivery and distribution of the treated water is accomplished through a network of water mains, storage tanks, service connections and hydrants located throughout town and beneath the streets in town. A team of trained and skilled water supply professionals work to assure the delivery of a reliable supply of clean and safe water to the community.</p>	

**Department Information**  
**DSR1**

<b>Department</b>	<b>Public Works – Water Enterprise Fund</b>
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Significant Changes Between FY 11 and FY 12

- ❑ The personnel was realigned between the Water and Sewer divisions to reflect where each employee is actually assigned. In addition, the Drains component of the Water and Sewer Division work was allocated to the Sewer Enterprise Fund with a General Fund contribution adjustment to the Sewer Enterprise Fund. An allocation from the Water Enterprise Fund budget to the Sewer Enterprise Fund budget based on the Water employees' expected Drains work has been calculated at \$110,000.
- ❑ Some of the expenses in the FY 11 actual expenditures reflect a misallocation of expenses to Public Works Supplies that should have been allocated to other lines.

Significant Changes Between FY 12 and FY 13

- ❑ The Repairs and Maintenance Services line was increased by \$10,000 for Maintenance of Parco and Altitude valves and Electrical and Mechanical On-Call Services. The Professional and Technical Services line was reduced by \$10,000 for Maintenance Contract for Instrumentation to reflect where the expenses are actually incurred.
- ❑ \$10,000 was cut from the Professional and Technical Services line for the Tank Inspections which the DEP only requires once every 5 years.
- ❑ The Other Purchased Services line was reduced in total by \$11,000. The line item for Police Details was increased by \$2,500 to reflect actual expenditures. An item was added for Plumbing Services which are used to repair leaks that occur during meter replacements. The Main Breaks and Service Leaks item was removed because the Water Division performs all repairs in-house. No outside services are needed. The Trench Restorations item was reduced by \$5,000 to reflect actual expenditures.
- ❑ The items in the Building and Equipment Supplies line have been re-evaluated based on actual expenditures. The result is an increase of \$1,440 over the FY 12 request.
- ❑ The Vehicular Supplies increase reflects a slight lowering in the average gas and diesel usage with an increase in the cost per gallon for the fuel.
- ❑ The Public Works Supplies line request has increased by \$104,230. The increase is due to expected increases.
  - Because of increases in fuel cost, the Water Facility Treatment Facility chemicals are anticipated to increase \$51,980 from \$158,000 to \$209,980 at the following rates: sodium hypochlorite – 10%; sodium hydroxide – 9%; potassium permanganate – 5.5%; hydrofluosilicic acid - 8%; phosphate – 10%. The fuel cost increase the transportation costs of all chemicals, and the cost of manufacturing for those chemicals that are petroleum based.
  - The Town's three year contract for water meters has expired. The Town will be going to bid this winter and has received bids for meter components. The expected increase for all meters and meter parts is 46% for \$141,350 to \$207,700. The manufacturer has phased out the Town's current meters and upgraded its technology resulting in an increased cost for the meters.
- ❑ Other Supplies and Equipment decreased by \$6,000 for Main Break, Service Breaks, and Equipment Failure, which is already included in Public Works Supplies. The Certificates and Licenses for \$1,600 were moved to Governmental Charges, their proper designation.
- ❑ Operating Capital was reduced by \$35,000. The FY 12 Budget Request included a one-time allocation of \$40,000 to repair the backwash tank at the Water Treatment Facility. The FY 13 budget includes instead a \$20,000 capital request for the purchase of a Variable Frequency Drive Unit (VFD) unit for Well #2.

**Department Information  
DSR1**

**Department** | **Public Works – Water Enterprise Fund**

Performance Factors

FY 11 Accomplishments

- A Variable Frequency Drive Unit (VFD) was installed in Well #3 to better control the amount of water drawn from the well so that the well is able to replenish itself. A VFD results in less electrical usage because the motor pumps at a lower energy draw, requires fewer restarts, which also draws less energy, and each restart requires less energy.

<b>Water Supply: provide clean, safe drinking water</b>			
Objective	Efficiency	Effectiveness	Action Plan
<b>Provide safe drinking water</b>	Perform all required Safe Water Drinking Act sampling on time and have testing fall within standards prescribed	100% - 569 sampling for coliform, fluoride, total suspended solids, metals, volatile organics, trihalomethanes, haloacetic acids, nitrate, nitrite, perchlorate, and radionuclides	
	water main flushing once per year - 130 miles	flushed dead end streets only (modified flushing due to Well # 1 being out of service)	Restoration of Well #1
	water tank inspections once every five years	Performed in FY 2011	
<b>Provide high quality drinking water</b>	reduce customer complaints to less than 10 per year	18 complaints FY10/ 60%	
		6 complaints FY11/ 100%	

	FY09	CY09	FY10	CY10	FY11	CY11 (11/21)
Total Water Produced: (MG= Million Gallons)	1,177,089 MG	1,177,048 MG	1,308,622 MG	1,277,794 MG	1,235,67 1 MG	1,063,736 MG
MWRA Usage:	130,190 MG	93,165 MG	108,240 MG	213,184 MG	283,370 MG	294,879 MG
Needham Well Production:	1,046,899 MG	1,083,883 MG	1,092,182 MG	1,064,610 MG	952,301 MG	768,857 MG

**Department Information  
DSR1**

**Department** | **Public Works – Water Enterprise Fund**

**Water Distribution:** repair main breaks  
maintain and upgrade water mains, service connections, fire hydrants and meters

Objective	Efficiency	Effectiveness	Action Plan
<i>Replace old water service connections</i>	renew water services 2 years ahead of paving program, repair leaks	None in FY 11 – replacements were more than 2 years ahead of paving program	new water service connection contract was signed - a map of all water service connection replacements remaining will be created
<i>Replace undersized water mains, mains in dead end streets, and small diameter mains</i>	replace water main in 2 streets annually – scheduled for FY 12 are Clark Circle and Beech Street	50% - replaced the main in Arnold Street	prioritize streets by age and severity of undersizing
<i>Replace and repair fire hydrants</i>	Identify hydrants to be replaced or repaired during annual dry test program. Replace obsolete and inoperable hydrants, repair as needed	FY11: 6 replaced, 21 repaired 100%	The hydrant replacement program for the Town will be complete in the spring of 2012.
<i>Replace old water meters with radio read meters</i>	replace at least 900 meters per year; reduce amount of time spent reading water meters	See table below for meter replacements	
<i>Repair water main breaks</i>	respond within 1 hour of water main break report; repair all water main breaks within 8 hours of report	100% - 5 water main breaks in FY 11	

<b>Annual fire hydrant, water main and water service connection leak detection survey</b>				
	<b>FY 08</b>	<b>FY 09</b>	<b>FY 10</b>	<b>FY 11</b>
number of leaks found and repaired	13	no survey done	15	8

<b>meter replacement program</b>				
	<b>FY 08</b>	<b>FY 09</b>	<b>FY 10</b>	<b>FY 11</b>
number replaced	909	920	1,067	1,018

Department Information DSR1				
Department		Public Works – Water Enterprise Fund		
Spending Request Recap				
Description	Base Request DSR2	Additional Request DSR4	Total	
Personnel	1,038,319		1,038,319	
Expenses	1,068,406		1,068,406	
Operating Capital	20,000		20,000	
<b>Total Operating Request</b>				
	2,126,725		2,126,725	
MWRA	610,028		610,028	
Debt Service	1,550,000		1,550,000	
Reserve Fund	75,000		75,000	
<b>Total Enterprise</b>	<b>4,361,753</b>		<b>4,361,753</b>	
Special Financial Warrant Articles?			YES	<input type="checkbox"/>
			NO	<input checked="" type="checkbox"/>



Department Expenditure Detail DSR2		
Department	Public Works – Water Enterprise Fund	
Object	Description	Amount
	Natural Gas= 1.26/ccf x 13,980 ccf/yr 17,615	
	Propane (Dedham pump station – previously in Public Facilities’ budget) 1,733	
Repairs & Maintenance Services	Fire/ Security Monitoring 2,200 Generator Inspection 2,500 Maintenance of Parco and Altitude valves 6,000 Electrical and Mechanical On-Call Services 4,000	14,700
Rental & Leases		
Other Property Related Services		
Professional & Technical Services	1. EPA Testing: VOC/TTHM/HAA5, , Fluoride, Secondary Contaminants, SOC, IOC, Radionuclides / Radon, Nitrate / Nitrite, Sodium / Perchlorate 6,400 2. SCADA Maintenance and On-Call Services 10,000 3. Mandated Wetlands Delineation 500 4. MWRA Testing: 1,300 5. CRWTF Sewer Residuals – MWRA 3,300 6. Well/Pump Performance Testing 1,800 7. Leak detection 12,000 8. Filter Media Testing 1,200 9. Certified Testing Labs (incl. Lead and copper testing) Town in Compliance/ Required Tri-annual by DEP 750 10. Well Redevelopment 30,000 11. Training 4,850 12. Seminars 2,000	74,100
Communications	1. Telephone, Verizon, Radios 8,300 2. Telemetry / Emergency Dialers 2,200 3. Printing (CCR & misc.) 7,500 4. Legal Notices 300 5. Postage (CCR & misc.) 1,965	20,265
Recreational & Cultural Services		
Other Purchased Services	1. Police Details 7,500 2. Plumbing Services 2,500 2. Trench Restorations 5,000	15,000
Office Supplies	1. Paper Products 500 2. Office Supplies 700	1,200

Department Expenditure Detail DSR2		
Department	Public Works – Water Enterprise Fund	
Object	Description	Amount
Building & Equipment Supplies	1. Chemical Feed Pump Kits	5,000
	2. CPVC Pipe and Valves	1,500
	3. Process Analyzers	1,000
	4. Paint and Supplies	500
		8,000
Custodial Supplies	1. Dedham Ave Pump Station	100
	2. Saint Mary's Pump Station	100
	3. CRWTF	300
		500
Grounds Keeping Supplies	Grass Seed and Fertilizer	700
		700
Vehicular Supplies	Diesel= 3.58/gal x 6,800 gallons/yr =	
	Gasoline= 3.85/gal x 7,963 gallons/yr =	
	24,344	
	30,658	
		55,002
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	
		1,400
	Epure Cartridges	1,400
	Glassware	200
	Process analyzer parts	800
	Treatment Process Chemicals:	
	Sodium Hypochlorite	12,910
	Sodium Hydroxide	148,160
	Potassium Permanganate	6,090
	Hydrofluosilicic Acid	29,000
	Phosphate	13,820
	Hand Tools	6,000
	Hardware Supplies	4,500
	Water Meters (various sizes)	
		122,500
	Meter Parts (various sizes)	5,000
	Meter Couplings	5,200
	Water Services:	
	Brass Fittings (service connections)	75,000
	Copper Tubing	4,000
	Service Valves/ Boxes	4,500
	Repair Sleeves	300
	Water Mains:	
	Gate Valves	9,500
Hydrant Parts/ Boxes	4,000	
Repair Sleeves	9,200	
Gravel Fill	5,000	
Asphalt	8,000	
		481,480
Other Supplies & Equipment	CRWTF Supplies	600
	Safety Clothing	2,000
		7,100

<b>Department Expenditure Detail DSR2</b>		
<b>Department</b>	<b>Public Works – Water Enterprise Fund</b>	
<b>Object</b>	<b>Description</b>	<b>Amount</b>
	Clothing Allowance	4,000
	Health and Safety Equipment	500
Governmental Charges	Other (DEP, SDWA)	12,000
	Certificates/ Licenses	1,600
Travel & Mileage		
Dues & Subscriptions	APWA/ NEWWA/ AWWA	2,500
<b>6. Total Expenses</b>		<b>1,068,406</b>
<b>DSR2C</b>		
Capital Equipment Replacement	Special Projects	20,000
<b>7. Total Operating Budget Capital</b>		<b>20,000</b>
<b>8. Total Base Request (Line 5 + Line 6 + Line 7)</b>		<b>2,126,725</b>

Limited Budget Submission LBS1																		
Budget Title		Community Preservation Committee																
Type	Committee	<input checked="" type="checkbox"/>	Limited		Townwide													
Operational Considerations																		
<p>The Massachusetts Community Preservation Act permits up to 5% of 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 has been appointed by the Town Manager to serve as staff liaison to the CPC. Since FY'10, the CPC administrative budget has 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>Since the inception of the CPC, the administrative budget has primarily been utilized for personnel expenses, office supplies and communication. In FY'10, the administration budget paid a \$32,500 down payment for the purchase of property on Charles River Street. If Town Meeting had not authorized the purchase, the funds would have been returned to the Fund.</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>																		
Expense Detail																		
Does this request include funding for salary or wage expense?					Yes	<input checked="" type="checkbox"/>	No											
If yes, does the current year budget include this expense?					Yes	<input checked="" type="checkbox"/>	No											
If the salary and wage expense funds a permanent position, indicate the FTE.																		
Description						Amount												
a.	Personnel: Staff Liaison, Recording Secretary					10,000												
b.	Professional and Technical					60,000												
c.	Communications: Postage					2,500												
d.	Office Supplies					2,500												
e.	Other Supplies and Equipment					2,000												
f.	Dues and Subscriptions					5,000												
Total						<b>82,000</b>												
<p align="center"><b>Spending Request Recap</b></p> <table border="1"> <thead> <tr> <th>Description</th> <th>Base Request</th> <th>Additional Request DSR4</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Townwide</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Personnel</td> <td>10,000</td> <td></td> <td>10,000</td> </tr> </tbody> </table>							Description	Base Request	Additional Request DSR4	Total	Townwide				Personnel	10,000		10,000
Description	Base Request	Additional Request DSR4	Total															
Townwide																		
Personnel	10,000		10,000															

Limited Budget Submission LBS1								
Budget Title		Community Preservation Committee						
Type	Committee	<input checked="" type="checkbox"/>	Limited		Townwide			
Expense	72,000				72,000			
Operating Capital								
Total	82,000				82,000			
Special Financial Warrant Articles?					Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>

<b>Limited Budget Submission LBS1</b>						
<b>Budget Title</b>	Minuteman Regional High School Assessment					
<b>Type</b>	Committee	<input type="checkbox"/>	Limited	<input checked="" type="checkbox"/>	Townwide	<input type="checkbox"/>
<b>Operational Considerations</b>						
<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. This line item has been requested at the amount based on percent and revenue assumptions. The first assumption is the overall school budget will be two percent higher than the current year, the second assumption is Chapter 70 funding for the school will be level dollar, and the third assumption is Needham's share will be approximately proportionate to its enrollment over total enrollment. For the FY2012 assessment, Needham had 24 full time students and 2 post grads with a total school enrollment of 754 (includes 120 post grads); for the FY2013 assessment Needham has 31 full time students and 3 post grads with a total enrollment of 771 (includes 122 post grads). This calculates to \$728,878 an approximate 29.5% increase over the current assessment of \$562,637.</p> <p>In addition the school had to make changes to the Trades Hall to address safety concerns. The estimate cost that may be assessed to Needham is \$30,000. The combination of the assessment estimate and the work in the Trades Hall for FY2013 is \$758,878</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                      Student Enrollment for FY12 Assessment (2010/2011 School Year): 31</p>						
<b>Expense Detail</b>						
Does this request include funding for salary or wage expense?				Yes	<input type="checkbox"/>	No
If yes, does the current year budget include this expense?				Yes	<input type="checkbox"/>	No
If the salary and wage expense funds a permanent position, indicate the FTE.						

Limited Budget Submission LBS1								
Budget Title		Minuteman Regional High School Assessment						
Type	Committee	<input type="checkbox"/>	Limited	<input checked="" type="checkbox"/>	Townwide	<input type="checkbox"/>		
Description					Amount			
a.	Minuteman Regional High School Assessment				728,878			
b.	Trades Hall Remediation Work				30,000			
c.								
d.								
e.								
f.								
<b>Total</b>					<b>758,878</b>			
Spending Request Recap								
Description	Base Request	Additional Request DSR4		Total				
Townwide	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>				
Personnel	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>				
Expense	758,878	<input type="checkbox"/>		758,878				
Operating Capital	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>				
<b>Total</b>	758,878	<input type="checkbox"/>		758,878				
Special Financial Warrant Articles?					Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>



## *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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January 31, 2012

To: Needham School Community  
From: Daniel E. Gutekanst, Ed.D., Superintendent of Schools  
Re: FY13 Budget Proposal

### **Introduction**

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Enclosed, please find the School Committees' FY 2012/13 operating budget request for the Needham Public Schools. The proposed plan totals \$51,179,831 and represents a 5.5% increase over the current budget year.

This budget proposal details the resources the schools are requesting to continue to provide a strong educational program for our students, one that is consistent with our core values of **Scholarship, Citizenship, Community, and Personal Growth.**

Developing a budget plan continues to be a challenge given the economic uncertainty facing our community and nation. In recent years we have pared programs back, reduced staff and supplies, and squeezed many efficiencies out of our budget planning. This year I asked principals and administrators to request the staff and resources they believed are required to offer our students an educational program that will assist each child to learn and grow at high levels. This proposal does suggest finding continued efficiencies and the reallocation of existing resources for new programs. However, the proposal also includes requests for several new positions, especially at the secondary level, where we are experiencing an increase in student enrollment. We were determined this year to lay out what we saw as the School Department's needs and present them to the School Committee and the community in a balanced, thoughtful, and careful approach that addresses the growing needs of a dynamic school community.

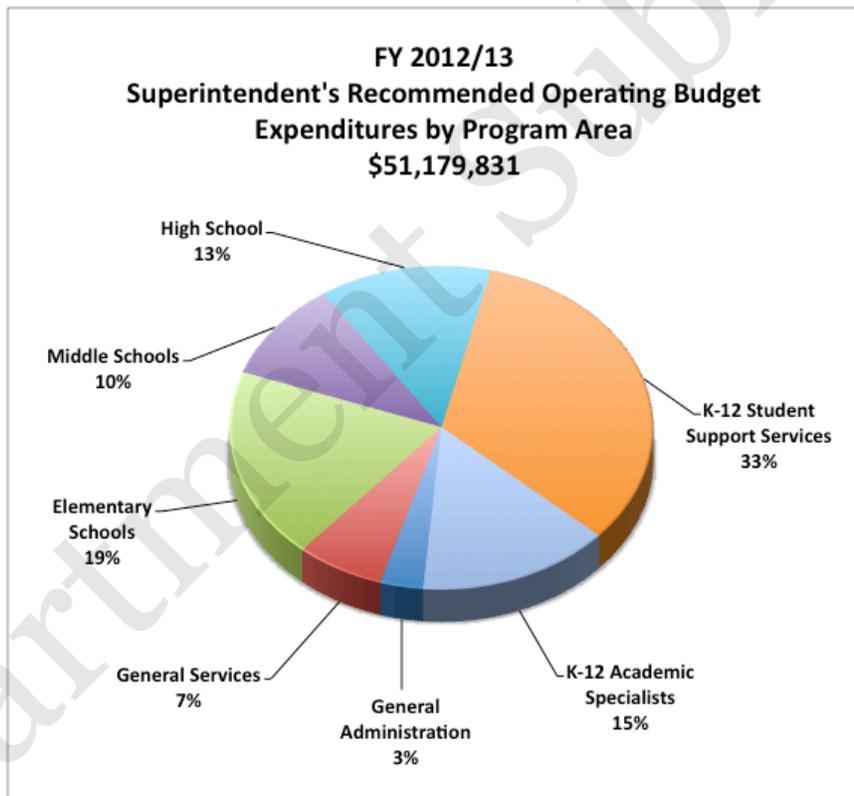
Unlike FY12, this budget does not depend on the use of over \$800,000 in Education Jobs grant or one time funding (e.g., special education tuition pre-purchase). Unfortunately, the federal stimulus dollars we had relied on so heavily over the last three years are no longer available. The loss of these funds at the conclusion of the FY12 budget year places a considerable strain on the budget, but I am confident that we can engage Town Boards and the community in a thoughtful conversation about how we can move forward and how we might manage the loss of federal funding. The budget plan also is based on a 65% special education "Circuit Breaker" reimbursement rate; this rate, which is significantly higher than the last two budget years, will assist us as we meet student and program needs. This plan does not propose to increase student transportation or athletic fees, but increased costs for transportation will mean an increase in the operating budget if Town Meeting agrees.

FY13 School Committee's Budget Request

The budget proposal addresses four key areas: a) it meets contractual obligations; b) addresses secondary enrollment needs; c) builds district efficiencies and expands capacity in several critical areas; and d) maintains excellent class size at the elementary level.

Contracts for teachers and staff account for \$1,373,732. The increased student enrollment in Grades 6-12 will require 11.6 Full Time Equivalent (FTE) teachers and other staff. Middle and high school programs typically rely on more staffing than the elementary schools due to programmatic design and opportunities for older students. This budget plan also carefully reallocates existing resources to meet new student and staff needs to support student learning in the classroom (e.g., increased English Language Learner programming); reorganizes special education structure and supports; and ensures student, staff, and technology needs are addressed through increased services. At the same time, we have redeployed elementary staff in a way that actually makes a modest improvement in overall average classroom sizes throughout the district.

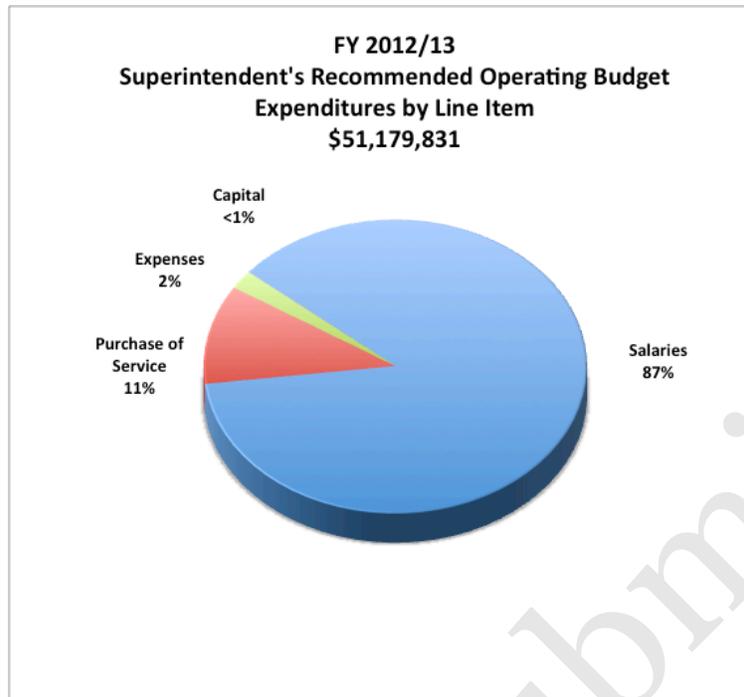
**FY13 Budget Summary**



Program Area/Department	FY09 Actuals	FY10 Actual	FY11 Actual	FY12 Approved*	FY13 Request	FY13 SC Request	\$ Inc/(Dec) Over FY12	% Inc/(Dec)	% FY13 TL
General Administration	1,456,855	1,536,945	1,751,721	1,545,725	1,695,236	1,678,823	133,098	8.6%	3.3%
General Services	2,594,802	3,099,132	3,397,231	3,532,924	3,520,794	3,428,605	(104,319)	-3.0%	6.7%
Elementary Schools	8,767,664	9,211,210	9,382,075	9,481,837	10,025,743	9,811,341	329,504	3.5%	19.2%
Middle Schools	3,933,546	4,383,531	4,561,397	4,737,881	5,128,898	5,116,294	378,413	8.0%	10.0%
High School	5,696,546	5,835,321	5,828,148	6,257,333	6,939,629	6,769,296	511,963	8.2%	13.2%
K-12 Student Support Services	13,011,484	13,964,847	14,557,157	16,052,724	17,113,351	16,841,919	789,195	4.9%	32.9%
K-12 Academic Specialists	6,504,209	7,149,602	7,057,646	6,892,947	7,646,200	7,533,554	640,607	9.3%	14.7%
<b>GRAND TOTAL</b>	<b>41,965,105</b>	<b>45,180,592</b>	<b>46,535,374</b>	<b>48,501,371</b>	<b>52,069,851</b>	<b>51,179,831</b>	<b>2,678,460</b>	<b>5.5%</b>	<b>100.0%</b>

\* Reflects 11/11 STM Appropriation of \$65,000.

Fiscal Year 2013 Proposed Budget  
 FY13 School Committee's Budget Request



Category/ Line Item	FY09 Actual	FY10 Actual	FY11 Actual	FY12 Budget	FY13 Request	FY13 SC Request	\$ Inc/(Dec) Over FY12	% Inc/ (Dec)	% FY13 TL
Salaries	36,689,152	39,274,263	39,964,583	41,542,579	45,230,522	44,497,703	2,955,124	7.11%	86.94%
Purchase of Service:	4,202,100	4,520,937	5,197,116	6,014,570	5,692,165	5,592,859	(421,711)	-7.01%	10.93%
Expenses	1,071,086	1,161,659	1,238,159	944,222	1,121,164	1,063,269	119,047	12.61%	2.08%
Capital Outlay	2,766	223,734	135,515	-	26,000	26,000	26,000	100.00%	0.05%
<b>GRAND TOTAL</b>	<b>41,965,105</b>	<b>45,180,592</b>	<b>46,535,374</b>	<b>48,501,371</b>	<b>52,069,851</b>	<b>51,179,831</b>	<b>2,678,460</b>	<b>5.52%</b>	<b>100.00%</b>

\* Reflects 11/11 STM Appropriation of \$65,000.

### Significant Components of the FY13 Budget

- The budget represents a proposed 5.5% increase of \$2,678,460 over the current fiscal year.
- Contractual costs account for most (\$1,373,732) of the overall expenditure increase.
- The budget assumes that total enrollment will grow to 5,504 in FY13. Most of the growth is projected to occur at the secondary level, however: elementary enrollment is projected to decline from 2,568 to 2,463; middle school enrollment is expected to rise from 1,270 to 1,342 and High School enrollment is expected to increase from 1,522 to 1,568.
- Overall staffing is increased by a net of 24.2 Full Time Equivalents (FTE.) A total of 2.06 FTE staff are reduced from the FY12 budget in order to provide for increases in staffing at the secondary level.
- A special education reorganization is achieved through special education tuition savings.

## Budget Development Process and Priorities

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The FY13 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 Finance Committee liaisons 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 Committee's identified priorities and district goals. Finally, the Superintendent consulted with the Town Manager and her staff, School Committee budget liaisons, and Finance Committee liaisons to discuss the developing plan.

### What are the Capital Project Priorities for FY13?

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The capital project priorities for FY13 are listed below and are described in greater detail within this document:

Ongoing Replacement Programs, totaling \$679,700 (Tier I Priorities):

- \$524,500 to replace District computers, laptops, servers and other technology
- \$97,570 to maintain the District's replacement schedule for copy machines
- \$15,000 for school musical equipment replacement
- \$28,450 to replace school furniture at Hillside, Mitchell, Newman and Pollard schools
- \$14,180 to replace graphic arts equipment

### 2012/13 Budget Calendar

Sept– School Committee Developed School Budget Priorities & Guidelines

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

Dec 6 – 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.

January - 2012– School Committee Sends Formal Budget Request to the Town Manager (Due on or Before Jan 31.)

January – 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 – 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 – Annual Town Meeting

July 1, 2012 – New Fiscal Year Begins

*FY13 School Committee's Budget Request*

Facilities Assessments (Tier II Priorities):

- \$30,000 for Emery Grover Feasibility Study

New Technology Requests (Tier III Priorities):

- \$148,300 to install interactive whiteboards in various classrooms throughout the District

**Next Steps**

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

- December 6<sup>th</sup> and subsequent meetings through January: School Committee reviews the Superintendent's budget request
- December 10<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 17<sup>th</sup>: The Town Manager meets with the School Committee to discuss the budget and town resources.
- January 17<sup>th</sup>: School Committee holds public hearing on the budget.
- January 18<sup>th</sup>: Finance Committee reviews budget request.
- January 24<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 balanced. The budget plan addresses growing middle and high school enrollment with the addition of classroom teachers. At the same time, thoughtful and creative program improvements are proposed to better meet our students' needs in the 21<sup>st</sup> Century.

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 FY13 proposed budget request.

# FY13 School Operating Budget Highlights

Request TL FTE	Supt TL FTE	SC TL FTE	District Goal/Objective	Description of Budgetary Increase	Department/School	Supt. Recomm.	SC Cuts	FY13 SC Proposed
624.38	624.38	624.38		Approved FY12 Budget (Including November 2011 STM Appropriation of \$65,000)		48,501,371		48,501,371
<u>Base Budget Increases</u>								
-	-	-	Goal 4, Obj. 4	<b>Contractual Salary Increase (FY12 Adopted Budget Positions)</b>		1,369,829	3,903	1,373,732
<b>Level Service/Contractual Increases:</b>								
<b>Continuation Positions (Prior Year Position Changes to Incorporate into Ongoing Budget)</b>								
0.02	0.02	0.02	Goal 4, Obj. 4	Continue Additional Hours Personnel Summer Secretary	Personnel	731		731
-	-	-	Goal 4, General	Continue Additional Summer Days - Van Drivers & Monitor	Transportation - SPED	6,042		6,042
-	-	-	Goal 4, General	Continue Increase Newman Head Secretary from 11 to 12 Months	Newman	4,924		4,924
-	-	-	Goal 4, General	Continue Convert 3 Hrs/Week OT/PT to COTA	SPED/ District	(1,780)		(1,780)
(0.50)	(0.50)	(0.50)	Goal 4, General	Continue Convert 0.5 Specialist and 1.0 TA to 1.0 Polard SPED Teacher	SPED/Polard	(2,999)		(2,999)
0.50	0.50	0.50	Goal 1, Obj. 4	Continue 0.5 NHS SPED Teach Chair	SPED/NHS	41,854		41,854
0.20	0.20	0.20	Goal 2, General	Continue 0.2 FTE Polard Phys Ed Teacher	Phys Ed/ Polard	9,126		9,126
0.40	0.40	0.40	Goal 1, General	Continue 0.4 FTE Net/Additional NHS Staffing for Enrollment	NHS/WL	15,841		15,841
0.62	0.62	0.62		<b>Subtotal</b>		73,739	-	73,739
<b>Restore Positions to Budget Formerly Funded by Federal Education Jobs Grant</b>								
2.14	2.14	2.14	Goal 4, General	Special Education COTA Positions	SPED/ District	88,849		88,849
1.05	1.05	1.05	Goal 4, General	Special Education TAs	SPED/ Hillside	39,547		39,547
5.50	5.50	5.50	Goal 2, Obj. 2	Computer Technicians	Instr Tech/ All	312,336		312,336
1.00	1.00	1.00	Goal 2, Obj. 2	Media Technician	Media/ District	62,258		62,258
9.69	9.69	9.69		<b>Subtotal</b>		502,990	-	502,990
<b>New Student Support Services</b>								
-	-	-	Goal 1, Obj. 1	District-wide Psychological Testing Materials	Psychology K-12	5,000		5,000
2.00	1.00	1.00	Goal 1, Obj. 1	Expanded Insight Program at Polard Middle School	SPED/ Polard	55,000		55,000
0.60	0.60	0.60	Goal 1, Obj. 1	Expanded SPED Reading Teacher at Polard Middle School	SPED/ Polard	38,278		38,278
0.10	0.10	0.10	Goal 1, Obj. 1	Expanded SPED Reading Teacher at High Rock	SPED/ High Rock	6,673		6,673
-	-	-	Goal 3, Obj. 2	Translation & Interpretation Services	Translation/ District	10,000		10,000
-	-	-	Goal 4, Obj. 2	Translation Service Module for esped IEP Program	Translation/ District	-		-
-	-	-	Goal 1, Obj. 1	Special Education Testing Supplies	SPED/ All	4,000		4,000
-	-	-	Goal 4, General	504 District Compliance - Instructional Equipment	504/ District	2,500		2,500
1.50	1.50	1.50	Goal 1, General	Expanded ELL Teachers to Provide Additional Instructional Time	ELL/ Elementary	62,795		62,795
-	-	-	Goal 4, General	Charter School Tuition - MA Virtual Academy	Regular Ed Tuition	5,120		5,120
-	-	-	Goal 4, General	SPED Tuition	SPED Professional Services (Salary)	(557,722)	(85,306)	(643,028)
(0.32)	(0.32)	(0.32)	Goal 4, General	New SPED Van & Driver - In District Transportation	New SPED Van & Driver	(20,000)		(20,000)
0.71	0.71	0.71	Goal 4, General	Additional Fuel Expense - SPED Summer Transportation	SPED Transportation	42,636		42,636
-	-	-	Goal 4, General	SPED Transportation Contractual Increase	SPED Transportation	6,900		6,900
-	-	-	Goal 4, General	Regular Transportation Contractual Increase	Regular Transportation	3,174		3,174
-	-	-	Goal 4, General			10,807		10,807

FY13 School Operating Budget Highlights

-	-	-	-	Goal 4, General					
459	359	359		Increase Regular Transportation Subsidy to Hold Fee @ \$370/Rider			131,000	-	131,000
				<b>Subtotal</b>			(193,839)	(85,306)	(279,145)
				<b>New Regular Education Services</b>					
				<b>Elementary</b>					
-	-	-	-	Goal 1, Obj. 1	Think Math! Student Workbooks/Consumables - Grades 3 & 4				
0.30	0.30	0.30	-	Goal 1, Obj. 1	K-5 Non-Fiction Materials		19,800		19,800
1.00	-	-	-	Goal 1, Obj. 3	Part-Time Hillside Literacy Specialist (Shift from Title I Grant)		11,533		11,533
0.25	-	-	-	Goal 1, General	Mitchell Grade 5 Teacher (Reallocate from Broadmeadow)		21,145		21,145
0.40	-	-	-	Goal 2, Obj. 1	Contingent Newman Class Size Reduction Teacher (Shift from Teacher Quality Grant)		-		-
0.50	0.40	0.40	-	Goal 2, Obj. 1	Part-Time Broadmeadow Nurse		-		-
			-	Goal 2, Obj. 1	Expanded Nurse for Early Childhood Center		32,379		32,379
245	0.70	0.70		<b>Subtotal</b>			84,857	-	84,857
				<b>Middle School</b>					
2.00	2.00	2.00	-	Goal 1, Obj. 1	Grade 7 Pollard Cluster Teachers		110,000		110,000
0.20	0.20	0.20	-	Goal 1, Obj. 1	Pollard Engineering & Design Teacher		11,000		11,000
-	-	-	-	Goal 4, General	Additional Pollard Lunch Staffing		-		-
1.00	0.50	0.50	-	Goal 2, General	Guidance Counselor for High Rock		29,253		29,253
0.20	-	-	-	Goal 2, Obj. 1	Expanded Pollard Nurse		-		-
0.10	0.10	0.10	-	Goal 2, Obj. 1	Part-Time High Rock Nurse (Shift from ESH Grant)		6,410		6,410
0.30	0.30	0.30	-	Goal 1, General	Part-Time Pollard/High Rock Performing Arts Teacher		16,500		16,500
0.20	0.40	0.40	-	Goal 3, Obj. 3	Expanded High Rock World Language Teacher		22,000		22,000
-	-	-	-	Goal 4, General	Portable Student Lockers		-		-
-	-	-	-	Goal 4, General	Lunch Tables		-		-
			-		Regular Transportation - Additional Bus for MSHS Routes		9,686		9,686
400	3.50	3.50		<b>Subtotal</b>			204,849	-	204,849
				<b>High School</b>					
1.00	1.00	1.00	-	Goal 1, General	NHS Mathematics Teacher		55,000		55,000
1.00	1.00	1.00	-	Goal 1, General	NHS English Teacher		55,000		55,000
1.20	1.20	1.20	-	Goal 1, General	NHS Science Teacher		66,000		66,000
1.00	1.00	1.00	-	Goal 1, General	NHS Social Studies Teacher		55,000		55,000
1.00	-	-	-	Goal 4, General	NHS Assistant Principal		-		-
-	-	-	-	Goal 2, Obj. 2	Unit A Coaching Stipend- Rugby, NHS Varsity Sport		3,203		3,203
0.10	0.10	0.10	-	Goal 2, Obj. 1	Part-Time High School Nurse (Shift from ESH Grant)		6,232		6,232
0.80	0.60	0.60	-	Goal 1, Obj. 1	Part-Time NHS Physical Education Teacher		33,000		33,000
-	-	-	-	Goal 1, General	Additional Funding for Art Supplies - MS/NHS		4,000		4,000
0.20	0.20	0.20	-	Goal 1, General	Expanded NHS Visual Art Teacher		11,000		11,000
0.20	0.20	0.20	-	Goal 3, Obj. 3	Expanded NHS Latin Teacher		11,000		11,000
650	5.30	5.30		<b>Subtotal</b>			299,435	-	299,435
				<b>District</b>					
-	-	-	-	Goal 4, Obj. 2	Performance Report Production Expenses (Shift from Teacher Quality Grant)		11,750		11,750
-	-	-	-	Goal 4, General	Gymnasium Inspections		2,700		2,700
-	-	-	-	<b>Subtotal</b>			14,450	-	14,450
				<b>Subtotal Base Budget Increases</b>			2,356,310	(81,403)	2,274,907

FY13 School Operating Budget Highlights

Program Improvement Increases									
<b>Elementary</b>									
0.10	0.10	0.10	0.10	0.10	Goal 1, Obj. 5	Reading/ All Elem	5,500	-	5,500
0.50	1.00	1.00	1.00	1.00	Goal 1, General	Math/Broadmeadow	55,000	-	55,000
0.26	0.26	0.26	0.26	0.26	Expanded Preschool TA's to Provide Additional Half-Day Programming	SPED/Preschool	7,451	-	7,451
0.20	0.10	0.10	0.10	0.10	Expanded Preschool Secretary to Full-Time	SPED/Preschool	3,591	(3,591)	-
0.50	0.50	0.50	0.50	0.50	Expanded Computer Technician for Hillside/ High Rock	ETC/ Hillside & HR	29,684	-	29,684
0.50	-	-	-	-	Expanded Broadmeadow Assistant Principal	Broadmeadow	-	-	-
-	-	-	-	-	Expand Broadmeadow Lead Secretary from 11 Months to 12 Months	Broadmeadow	-	-	-
1.00	-	-	-	-	Newman Office Aide	Newman	-	-	-
-	-	-	-	-	Unit A Stipend: Student Remedial Support	Newman	-	-	-
0.50	0.50	0.50	0.50	0.50	Part-Time Adjustment Counselor for Broadmeadow SLC	Guidance/ Broadmeadow	28,800	-	28,800
-	-	-	-	-	Science Kit Consumables	Science Ctr/ All Elem.	1,000	-	1,000
0.20	-	-	-	-	Expanded Elementary Physical Education Teacher	Phys Ed/ All Elem	-	-	-
0.50	-	-	-	-	Kindergarten Music Program Restoration	Music/ All Elem	-	-	-
<b>4.26</b>	<b>2.46</b>	<b>2.46</b>	<b>2.46</b>	<b>2.46</b>	<b>Subtotal</b>		<b>131,006</b>	<b>(3,591)</b>	<b>127,415</b>
<b>Middle School</b>									
0.50	0.50	0.50	0.50	0.50	Part-Time Pollard Literacy Instructional Support Specialist/Reading Teacher	Reading/ Pollard	27,500	-	27,500
0.40	0.40	0.40	0.40	0.40	Expanded High Rock Literacy Specialist	Reading/ High Rock	22,000	-	22,000
0.40	0.20	0.20	0.20	0.20	Part-Time High Rock Reading Teacher	Reading/ High Rock	11,000	-	11,000
1.00	0.50	0.50	0.50	0.50	Computer Technician for Pollard & NHS	ETC/ Pollard & NHS	26,772	-	26,772
0.20	-	-	-	-	Restore Part-Time Pollard Computer Teacher	ETC/ Pollard	-	-	-
-	-	-	-	-	Unit A Stipend: High Rock Homework Club	High Rock	1,636	-	1,636
<b>2.50</b>	<b>1.60</b>	<b>1.60</b>	<b>1.60</b>	<b>1.60</b>	<b>Subtotal</b>		<b>88,908</b>	<b>-</b>	<b>88,908</b>
<b>NHS</b>									
0.50	-	-	-	-	Part-Time Teacher for Connections, Therapeutic Program	SPED/ NHS	-	-	-
0.50	-	-	-	-	Restore Part-Time NHS Library Aide (Program Specialist)	Media/ NHS	-	-	-
-	-	-	-	-	Unit A Stipend: Assistant Speech & Debate Advisor, Cat II	NHS	2,453	-	2,453
1.00	1.00	1.00	1.00	1.00	NHS School Aide - Safety	NHS	24,262	-	24,262
-	-	-	-	-	NHS School Aide - Departmental	NHS	9,813	-	9,813
-	-	-	-	-	Unit A Stipend: Fitness Center Supervisor	NHS	-	-	-
-	-	-	-	-	Cafeteria Furniture	NHS	-	-	-
1.00	0.50	0.50	0.50	0.50	Clinical Social Worker for NHS Transitions Program	Guidance/ NHS	28,800	-	28,800
-	-	-	-	-	Physical Education Educational Supplies	Phys Ed/ NHS	1,500	-	1,500
0.40	0.40	0.40	0.40	0.40	Part-Time NHS Theater Teacher	FPA/ NHS	22,000	-	22,000
<b>4.40</b>	<b>1.90</b>	<b>1.90</b>	<b>1.90</b>	<b>1.90</b>	<b>Subtotal</b>		<b>88,828</b>	<b>-</b>	<b>88,828</b>
<b>District</b>									
-	-	-	-	-	License Fee for Online Payment/Registration System	Business Office	7,000	-	7,000
1.00	1.00	1.00	1.00	1.00	Human Resources Specialist	Human Resources	51,300	-	51,300
0.40	-	-	-	-	Part-Time Payroll Coordinator	Human Resources	-	-	-
-	-	-	-	-	Unit A Stipends: Professional Growth Council	Prof. Dev/ All	7,552	-	7,552
-	-	-	-	-	Unit A Stipends: Professional Development Committee	Prof. Dev/ All	-	-	-
-	-	-	-	-	Teacher Mentor Stipends Year Two	Prof. Dev/ All	-	-	-
(4.00)	(4.00)	(4.00)	(4.00)	(4.00)	Special Education Reorganization	Special Education	87,781	-	87,781
-	-	-	-	-	Annual License Fees for Web-Based Special Education IEP Software	Special Education	20,000	-	20,000
-	-	-	-	-	ACEPT Collaborative Membership (Net Savings)	Gen Svc/ SPED	(16,000)	-	(16,000)
-	-	-	-	-	School Messenger Service License Fee	Admin. Technology	4,904	-	4,904



**EXECUTIVE SUMMARY**

**PRIORITIZING ASSET PRESERVATION**

Asset preservation is defined as committing necessary resources to preserve, repair, or adaptively re-use current assets. Expenditures for asset preservation are intended to keep the physical plant and infrastructure in reliable operating condition for their present use. As noted in previous years, despite the most recent economic downturn and decades of financial uncertainty for municipal governments, the Town of Needham has made an extraordinary investment in public infrastructure during the past decade. While significant investment in many capital facilities is still required and, in some cases, overdue, the Town should be proud of this achievement. The Town’s success in this area is a direct result of continued and sustained focus on asset evaluation, needs assessment, careful planning, and prioritization. Such prioritization of spending on infrastructure that is often “invisible” is the hallmark of a community that has refrained from diverting funding from the capital budget to fund operating budget programs and services that are needed and desired. Table 1 shows the Town’s investment in facilities and infrastructure over the past five years.

**Table 1  
Facility and Infrastructure Investment  
2008-2012**

Description	2008	2009	2010	2011	2012	Total	Five Year Average
Open Space	0	0	920,000	800,000	0	1,720,000	344,000
Municipal Facilities	180,000	7,760,000	18,204,837	548,000	8,150,000	34,842,837	6,968,567
Townwide Facilities and Community Services	291,500	1,870,000	556,291	455,600	622,500	3,795,891	759,178
Public Works Infrastructure Program	1,150,000	1,090,000	1,000,000	2,186,300	1,225,000	6,651,300	1,330,260
School Facilities	20,475,000	1,030,000	27,668,728	4,052,000	1,078,000	54,303,728	10,860,746
Drains, Sewer, and Water Infrastructure	2,956,800	4,322,500	2,533,300	1,483,800	8,269,500	19,565,900	3,913,180
<b>Total</b>	<b>25,053,300</b>	<b>16,072,500</b>	<b>50,883,156</b>	<b>9,525,700</b>	<b>19,345,000</b>	<b>120,879,656</b>	<b>24,175,931</b>

The need for this level of investment in facilities and infrastructure is generally attributable to three factors. First, the Town is now 300 years old, so its infrastructure, much of which was first installed in the early part of the 20<sup>th</sup> century, is aging. Second, as a built-up community, the Town has a high number of streets and sidewalks to maintain. There are 138 +/- miles of roadway in Needham, which is a community of approximately 12.5 square miles. Similarly-sized communities that are less-developed (as defined by a roadway density ratio) will require less investment in capital and maintenance (including snow and ice removal). Table 2 shows several similarly sized and abutting communities with a range of roadway density ratios. While reliable data on miles of sidewalk is not readily available, it stands to reason that communities with higher roadway density ratios also have a higher number of sidewalks to maintain and clear of snow.

Third, the Town’s population grew significantly in the years after the Second World War, from 12,445 in 1940 to 16,262 in 1950 to 25,793 in 1960, according to Town census records. As a result, investment in school buildings increased significantly in the 1950’s and 1960’s. In fact, with the exception of the High School, all of the school buildings currently in use were built in the same 10 year period from 1951 to 1960. Then, after the advent of Proposition 2 ½ in 1982, the community found it difficult to make necessary investment in

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its array of school facilities. This resulted in a need for complete replacement or rehabilitation of the entire system beginning in the mid-1990's and continuing today. Table 3 shows the date of construction and most recent renovation or rebuilding (if any) of the School and Municipal buildings currently in use in Needham.

**Table 2  
Roadway Density in Comparable Communities**

Community	Square Miles	Road Miles	Roadway Density Ratio
Sherborn	16.89	55.70	3.30
Dover	15.16	62.26	4.11
Millis	12.17	51.74	4.25
Lincoln	14.56	62.60	4.30
Bedford	13.73	80.40	5.86
Ashland	12.41	79.11	6.37
Medway	11.16	73.90	6.62
Westwood	11.15	88.46	7.93
Dedham	10.50	106.40	10.13
Natick	14.88	154.53	10.39
Needham	12.50	138.14	11.05
Wellesley	10.05	130.16	12.95
Source: MMA Municipal Directory 2010 - 2011			

**Table 3  
Construction of School and Municipal Buildings  
Currently in Use in the Town of Needham**

School Buildings	Year Constructed	Major Renovation Rebuild	Municipal Buildings	Year Constructed	Year Renovated or Rebuilt
Broadmeadow Elementary School	1951	2002	Town Hall	1902	2011
Eliot Elementary School	1955	2004	Public Library	1915	2006
High Rock School - Sixth Grade Center	1955	2009	Public Works/470 Dedham Avenue	1961	1966
Hillside Elementary School	1960	1968	Public Services Administration Building	2009	
Mitchell Elementary School	1951	1968	Police/Fire Station 1	1931	1989
Newman Elementary School	1960	1993	Fire Station 2	1906	
Pollard Middle School	1957	1992			
Needham High School	1930	2008			
Emery Grover School Administration	1898				

The position of the Town with respect to its equipment and technology capital investment is also encouraging. Major categories of this capital spending include Public Safety vehicles and equipment, Public Works and Public Facilities vehicles and equipment, School and

## Fiscal Year 2013 Proposed Budget

Townwide technology, and School copiers, furniture and musical equipment. Table 4 shows the Town's investment in these categories of capital spending for the five year period FY2008 through FY2012.

**Table 4  
Vehicles, Equipment and Technology Capital  
2008 to 2012**

Description	2008	2009	2010	2011	2012	Total	Five Year Average
<b>Equipment</b>	<b>1,241,235</b>	<b>448,061</b>	<b>1,083,681</b>	<b>1,364,903</b>	<b>729,763</b>	<b>4,867,643</b>	<b>973,529</b>
All Other Functions	25,000	43,500	25,000	68,000		161,500	32,300
Public Facilities & Works	1,081,200	352,511	977,000	1,189,253	610,063	4,210,027	842,005
Public Safety	58,700					58,700	11,740
Public School	76,335	52,050	81,681	107,650	119,700	437,416	87,483
<b>Technology</b>	<b>219,079</b>	<b>443,520</b>	<b>194,393</b>	<b>389,400</b>	<b>306,596</b>	<b>1,552,988</b>	<b>310,598</b>
All Other Functions			25,000	282,800	145,000	452,800	90,560
Public Facilities & Works		85,280				85,280	17,056
Public Safety	25,000	100,000		68,000	112,496	305,496	61,099
Public School	194,079	258,240	169,393	38,600	49,100	709,412	141,882
<b>Vehicles</b>	<b>804,123</b>	<b>862,427</b>	<b>635,133</b>	<b>743,334</b>	<b>1,067,500</b>	<b>4,112,517</b>	<b>822,503</b>
All Other Functions		14,000			52,000	66,000	13,200
Public Facilities	28,500			65,046	25,000	118,546	23,709
Public Safety	197,832	343,034	153,900	176,888	400,000	1,271,654	254,331
Public Works	577,791	505,393	481,233	501,400	590,500	2,656,317	531,263
<b>Total</b>	<b>2,264,437</b>	<b>1,754,008</b>	<b>1,913,207</b>	<b>2,497,637</b>	<b>2,103,859</b>	<b>10,533,148</b>	<b>2,106,630</b>

## Financing Methods

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

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

*Undesignated Fund Balance (or "Free Cash")* – Free Cash is a function of actual revenue collections in excess of estimates and expenditures less than appropriations. Because Free Cash cannot be relied upon as a recurring revenue source, it should not be relied upon as an operating revenue source. In this plan, we have continued the effort to minimize the Town's reliance on free cash to support on-going operations by limiting such use to no more than 2% of the prior year's appropriated departmental budgets, or the actual turn back, whichever is lower. As such, the plan includes as much as \$2,774,133 to be funded from General Fund revenue (of which \$1,813,865 is in the primary cash capital category).

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

be eligible for funding through the CIF. The November 30, 2011 balance in the fund is \$561,540. This plan includes no projects to be funded from the Capital Improvement Fund.

*Capital Facility Stabilization Fund* – In 2007, the Town created a Capital Facility Fund to allow the Town to reserve funds for design, maintenance, renovation or reconstruction relating to the structural integrity, building envelope or MEP (mechanical, electrical, plumbing) systems of then existing capital facilities. For this purpose, capital facility refers to any building or structure which is located on Town property and is under the jurisdiction of the Town Manager, including any Town-owned building, structure, room, or space within a building, facility, park or plaza, open space, driveway, landscaped area, or other physical improvements under the administrative control of the Town. The November 30, 2011 balance in the fund is \$733,924. This plan includes no projects to be funded from the Capital Facility Stabilization Fund.

*Retained Earnings* – Three of the Town’s operations – water, sewer, and solid waste – are accounted for as enterprise funds. The revenues and expenditures of these operations are not commingled with those generated by general fund operations. Generally, each enterprise will generate surplus funds on an annual basis. The Board of Selectmen’s retained earnings policies are included in Section 12. The policies contain reserve targets to ensure liquidity and stability of operations. Surplus funds above the target are considered available for appropriation. This plan includes \$1,661,100 in funding from the enterprise fund retained earnings accounts.

*Debt* – The Board of Selectmen’s debt management policies (Section 12) provide guidance in translating capital expenditures into annual debt service. Section 4 of this plan contains a graphic presentation of the Town’s current debt service and a calculation of the Town’s debt burden (annual debt service as a percent of total Town revenues). The figures used in calculating the debt burden are derived from the Town’s long-term debt service schedule that is also included in Section 4. This plan includes a recommendation for \$2,560,000 in projects to be funded through General Fund debt, and no recommendation for debt financing in the enterprise funds.

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

## **The Recommended Capital Plan**

The Town Charter requires that the Town Manager, after consultation with the Board of Selectmen, submit in writing to the Board of Selectmen a careful, detailed estimate of the

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recommended capital expenditures showing specifically the amount necessary to be provided for each office, department and activity and a statement of the amounts required to meet the debt service requirements or other indebtedness of the town. This plan includes the proposed FY2013 Capital Budget, which is recommended to the Finance Committee and ultimately Town Meeting for consideration. The projects presented for FY2014-FY2017 reflect an assessment by municipal departments and the School Committee of future capital needs and are primarily shown for planning purposes. While many of these projects may ultimately be recommended for funding, the plan is a fluid one, and projects may be added and deleted from the list as circumstances change. The proposed financing plan for the recommended FY2013 capital budget is shown in Table 5.

The general fund cash capital recommendation is broken into two components – primary and secondary. Secondary cash capital is recommended only if additional revenue, not yet identified, becomes available. In several of the past few years, the Town has been fortunate in that we have been able to supplement the primary cash capital recommendation with funds held in the Reserve Fund for snow and ice removal that was not needed. For example, in fiscal year 2012, an additional \$80,000 in Tier 2 capital was appropriated at the May 9, 2011 Special Town Meeting.

Recurring requests for on-going programs and replacement schedules represent by far the largest portion of the available cash capital allocation – 75% of the “primary” category for fiscal year 2013. In collaboration with the Finance Committee, we continue to explore methods of increasing resources dedicated to cash capital needs.

**Table 5  
FY2012 Proposed Financing Plan**

<b>2012 Capital Recommendation Summary</b>	<b>Cash</b>	<b>Debt</b>	<b>Other</b>	<b>Total</b>
General Fund Tier 1 (Primary)	1,813,865	2,560,000	1,550,000	5,943,865
General Fund Tier 2 (Secondary)	960,268			960,268
Solid Waste Enterprise	175,200			175,200
Sewer Enterprise	647,100			647,100
Water Enterprise	838,800			838,800
<b>Total (all funds)</b>	<b>4,435,233</b>	<b>2,560,000</b>	<b>1,550,000</b>	<b>8,565,233</b>

The Capital Improvement Plan (CIP) is primarily a planning document. It is updated annually, and is subject to change as the needs of the community become more defined. Used effectively, the capital improvement planning process can provide advance project identification, evaluation, scope definition, design, public discussion, cost estimating, and financial planning. Capital planning helps ensure that the community is positioned to:

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

While much of the Town's budget and financial planning efforts are by necessity focused on one or at most two year intervals, capital planning helps to focus attention on the Town's long-term objectives and financial capacity, and the balance between operating and capital needs. The Town is often faced with the option of reducing its capital plan in order to balance the operating budget. Having a formal and accepted plan helps to maintain a consistent level of spending for capital needs, barring extraordinary circumstances. Individual projects are evaluated against long-term objectives and in relationship to each other. By strategically programming capital projects, the Town can maintain a tolerable level of debt service, and prevent unexpected changes in debt service payments. Needham's capital planning initiatives have contributed to the successful achievement and maintenance of its AAA bond rating from Standard and Poor's. This bond rating places Needham in the top tier of communities and allows the Town to borrow at a lower interest rate.

The Town's Capital Improvement Policies provide guidance for assessing the capital needs of the Town. These policies, included in Section 12, define capital projects as those items requiring the expenditure of at least \$25,000 and having a useful life of more than five years. Recommended capital project requests are prioritized using the following criteria:

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

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

## **Project Summaries – Recommended Projects**

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### **GENERAL GOVERNMENT**

#### **NETWORK SERVERS AND SWITCHES (Request: \$30,000)**

The request is to replace older servers, application and data, with newer, faster, and more energy-efficient models. This can also include the replacement of the spam filter, virus firewall, and Internet filtering. The request includes funding for the replacement of older network switches to connect buildings, departments, and workstations throughout the Town. Newer models of both servers and switches will be better able to take advantage of the Town fiber and increase the speed of data within the Town's fiber network. Not replacing or updating this equipment can have a negative impact on email, financial applications, internet access, and data accessibility. *(Submitted by: Finance Department)*

The Town Manager's recommendation for Network Servers and Switches is \$30,000 in the primary cash capital category.
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#### **DESKTOP VIRTUALIZATION (Request: \$130,000)**

This request is for virtualizing approximately 100 employee workstations by adding additional licenses and hardware. Licensing would also be purchased to enable certain users to access their workstations remotely. All of the applications used by employees (e.g. Microsoft Office, Adobe Acrobat, or Internet Explorer) are stored on servers controlled by

the Information Technology Center (ITC). Any specific application is then served to the employee's desktop through the network. Because the applications are bundled in one location, the ITC Network Manager can more efficiently and productively roll-out upgrades, allowing for consistent versions of software. Virtualization will help make existing staff more productive and help to support the growing demands of the current workforce. Workstation Support is more streamlined because issues with applications served out to the workstations are managed in the ITC, and only serious hardware issues will need to be addressed at the employee workstation. The hardware that is used by employees at their desks can be replaced at a lower cost than current workstation hardware. *(Submitted by: Finance Department)*

The Town Manager's recommendation for Desktop Virtualization is \$130,000 in the primary cash capital category.

**PROPERTY ACQUISITION (Request: \$630,000)**

The acquisition of the property at 37-39 Lincoln Street will contribute to the availability of surface parking in the downtown, which is seen as critical for implementation of mixed use redevelopment goals. The parcel is immediately adjacent to the Chestnut Street/Lincoln Street municipal lot, and will add approximately 26 parking spaces. The net increase in parking spaces will be impacted by future redesign of the Chestnut Street/Lincoln Street parking lots and the on-going evaluation of the buddy parking system. In October, 2011 the Finance Committee approved a Reserve Fund Transfer request in the amount of \$25,000 to secure the property until an appropriation can be sought at the 2012 Annual Town Meeting. *(Submitted by: Board of Selectmen/Town Manager)*

The Town Manager's recommendation for Property Acquisition is \$630,000 in the primary debt financing category.

**PUBLIC SAFETY**

**DEPUTY CHIEF VEHICLE/C-3 (Request: \$35,000)**

This request is to replace a 2004 Ford sedan that is used daily by the Deputy Chief of Operations. Currently the car has over 56,000 miles of service, and at the time of replacement is estimated to have over 70,000 miles of service. At the time of replacement, the vehicle will be nine years old, up to two years beyond its scheduled replacement. A new vehicle will be purchased and put into service as C-1. The current C-1 will then be passed down to replace C-3. *(Submitted by: Fire Department)*

Unit	Division	Year	Description	Miles	Cost
C-3	Fire	2004	Crown Victoria/Replace with SUV	56,500	\$35,000

The Town Manager's recommendation for the Deputy Chief Vehicle is \$35,000 in the primary cash capital category.

**FIRE QUINT ENGINE/LADDER/E-3 (Request: \$750,000)**

This request is to replace Engine #3, which is a 1994 "Quint" model truck (combination pumper/ladder). At the time of replacement, this vehicle will be over 20 years old, two years past its scheduled replacement. This is a "front line" emergency response vehicle, and is a vital component of the Fire Department's emergency services operation. This is a versatile piece of apparatus that is capable of providing many functions at an emergency. To add to the versatility of this apparatus, the Fire Department will specify that the new

vehicle be built so that it can be housed at either fire station. The current E-3 will only fit at Station 1. *(Submitted by: Fire Department)*

The Town Manager's recommendation for the Fire Quint Engine/Ladder is \$750,000 in the primary debt financing category.

**STRUCTURAL FIRE FIGHTING GEAR (Request: \$40,000)**

Structural firefighting protective gear has a recommended life expectancy of 10 years depending on exposure and wear. The Fire Department is requesting replacement of this gear for twenty (20) staff members who will be using gear that is over 11 years old at the time of replacement. *(Submitted by: Fire Department)*

The Town Manager's recommendation for the Structural Fire Fighting Gear is \$40,000 in the primary cash capital category.

**PUBLIC SCHOOLS**

**SCHOOL COPIER REPLACEMENT (Request: \$97,570)**

School photocopiers are located in all of the schools and the administration building, and are used both by administrative and teaching staff. Teachers use the machines to reproduce classroom materials, including homework sheets, exams, teaching packets, etc. Currently, the School Department owns 46 copiers and 7 RISO duplicating machines. In FY2009, the School Department modified its methodology for predicting copier replacement to reflect the lifecycle analysis based on actual usage and model capacity. In previous fiscal years, a seven-year age along with frequent maintenance needs was used to determine the replacement cycle. When frequent maintenance occurred to a copier before the age of seven, it became a priority to be replaced. Using the lifecycle analysis, the School Department projects when a copier should be replaced based on actual usage and the manufacturer's total estimated capacity, which may be more than seven years if the copier is lightly used, or less than seven years for heavily used machines. This analysis also reflects the redeployment of copiers around the district, as needed, to more closely match copier use with copy machine useful lives. *(Submitted by: Needham Public Schools)*

**SCHOOL FURNITURE, MUSICAL INSTRUMENTS, AND GRAPHIC ARTS EQUIPMENT (Request: \$57,630)**

The School Furniture Replacement Program began in fiscal year 2005 and is geared toward replacing furniture in school facilities which are not scheduled to undergo capital renovation/addition projects in the near future (Hillside, Mitchell, Newman and Pollard). In these schools, furniture is 10-20+ years old and in a state of disrepair after decades of heavy use. By FY2015, all furniture in 'poor' condition will have been replaced at all four schools. The FY2013-FY2017 funding request begins the replacement of furniture in fair condition at these schools.

Fiscal year 2013 represents the eighth year of the musical equipment replacement cycle. The scheduled replacements in FY2013 are additional middle school percussion instruments, additional string instruments, and assorted elementary school Orff percussion instruments. The purpose of the program is to replace musical instruments, especially large string instruments and pianos, which are over 25 years old. After decades of heavy use, many of the School Department's string instruments are no longer usable or repairable. The older pianos, while still usable, are becoming increasingly costly to repair and maintain. Although students do purchase some of the less expensive instruments (clarinets, trumpets,

etc.), a quality band and/or orchestra program needs to ensure balanced instrumentation to deliver the proper musical experience required by the curriculum.

Fiscal year 2013 is the first year of a request to establish an equipment replacement cycle for the Graphics Production Center at Needham High School. Although the Center received new equipment during the recent renovation at the High School, the School Department has determined that an ongoing source of funding is needed to sustain and update program equipment. During the summer of 2011, a complete inventory analysis of all equipment was completed. The equipment proposed for replacement in fiscal year 2013 includes a screen print dryer and wide format printer. *(Submitted by: Needham Public Schools)*

**INTERACTIVE WHITEBOARD TECHNOLOGY AND TECHNOLOGY REPLACEMENT  
(Total Request: \$672,800)**

This interactive whiteboard project would fund the purchase and installation of interactive technology (SMART and Mimio boards) at Needham schools. The \$148,300 in funding requested for interactive whiteboards includes the completion of the SMART Board purchase and installation at the Newman School to coincide with the return to the renovated building. Included in this purchase for Newman are 11 additional SMART Boards as well as the permanent installation of 23 existing boards and the purchase and installation of wall-mounted short throw projectors. In addition to the completion of Newman, interactive whiteboards will be added at Broadmeadow (1), Hillside (1), and Pollard (2) to advance the District's inventory towards its goal of full interactive whiteboard implementation for grades one through twelve.

The School technology replacement program includes the replacement of 300 teacher, administrator, student, lab and laptop computers that have reached or are functioning beyond the end of their seven-year lifecycle: 169 of these computers are for teachers and administrators throughout the district; 68 are for classroom computers at Broadmeadow, Eliot, Mitchell, and Newman; and at Pollard there is a cart with 30 laptops that is being replaced. Although the majority of the computers being purchased are for the elementary schools and Pollard, FY2013 represents the first year of replacement of computers and LCD projectors that have reached the end of their lifecycle at the High School. The replacement of the High School technology will be phased in over five years. Funding in FY2013 would support 75 teacher and administrator computers, included in the previous count of 169 teacher and administrator computers, as well as 33 student laptop computers in the library. Also included in the replacement cycle are 10 LCD projectors.

Beyond the 300 teacher, administrator, student, lab and laptop computers mentioned above, this request also includes the replacement of two district data servers that are housed at the ETC. These servers have been running 24/7 for three and four years and will be repurposed to less critical functions for two and three years respectively. Also in this category is the replacement of eight UPS batteries that support critical servers throughout the district. Replacement of 19 printers across the district is also included within the technology replacement cycle. The request also includes funding for the impact of conversion to Lion, Apple's new operating system. *(Submitted by: Needham Public Schools)*

<p>The Town Manager's recommendation for Consolidated School Copiers, Musical Instruments and Equipment, and Technology is \$494,232 in the primary cash capital category and \$333,768 in the secondary cash capital category.</p>
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**EMERY GROVER RENOVATION/RELOCATION FEASIBILITY STUDY**

**(Request: \$30,000)**

This funding will support a feasibility study of the renovation of Emery Grover and a lease/purchase alternative to the building renovation. The Emery Grover School Administration Building is in need of additional office and storage space as well as extensive repair and modernization. The Town Facilities Master Plan had estimated the renovation cost at \$11.4 million in 2008 dollars. The scope of the original renovation was to reorganize the layout of offices, make the building fully ADA accessible, remove remaining asbestos and lead paint, replace deteriorating systems, and allow for full utilization of all four floors. The feasibility study will include studying options in the marketplace as well as alternatives for the Emery Grover Building. *(Submitted by: Needham Public Schools)*

The Town Manager’s recommendation for the Emery Grover Feasibility Study is \$30,000 in the primary cash capital category.

**PUBLIC WORKS**

**CORE FLEET (Request: \$315,000)**

The Core fleet consists of passenger vehicles such as sedans and wagons, vans, pick-up trucks, small dump trucks, and utility trucks. Unless circumstances require otherwise, the vehicles scheduled to be replaced in FY2013 include:

Unit	Division	Year	Description	Miles	Cost
45	Engineering	2006	Ford E-150/8 Passenger Van	52,990	\$25,000
43	Highway	2007	Ford F-350/4WD Pick-up	51,354	\$52,000
39	Highway	1999	Ford F-350/One Ton Dump Truck	102,062	\$67,000
8	Highway	1996	IH S4900/6 Wheel Dump Truck	45,520	\$171,000

*(Submitted by: Department of Public Works)*

The Town Manager’s recommendation for the Public Works Core Fleet is \$315,000 in the primary cash capital category.

**LARGE SPECIALTY EQUIPMENT (Request: \$271,500)**

Public Works specialty equipment consists of power-assisted equipment or other specialized tools used by the Department in the performance of its work. Unless circumstances require otherwise, the vehicles scheduled to be purchased in FY2013 include:

Unit	Division	Year	Description	Miles	Cost
181	Highway	1998	Elgin Pelican Sweeper	N/A	\$210,000
	New Parks	New	Groundmaster Mower	N/A	\$61,500

*(Submitted by: Department of Public Works)*

The Town Manager’s recommendation for Large Specialty Equipment is \$271,500 in the secondary cash capital category.

**SMALL SPECIALTY EQUIPMENT (Request: \$41,000)**

This program provides funding to purchase new and replace existing Public Works specialty equipment. This equipment is critical for the efficient operation of the Department’s maintenance programs. The purchase of this equipment will increase productivity and

expand the use of maintenance dollars. Unless circumstances require otherwise, the equipment scheduled to be replaced in FY2013 includes:

Unit	Division	Year	Description	Miles	Cost
254	Parks	1989	Brush Chipper	N/A	\$41,000

*(Submitted by: Department of Public Works)*

The Town Manager's recommendation for Small Specialty Equipment is \$41,000 in the secondary cash capital category.

**SNOW AND ICE EQUIPMENT (Request: \$171,000)**

This request will provide funding for equipment used primarily in the Snow and Ice Program. Unless circumstances require otherwise, the vehicles and equipment proposed for replacement in FY2013 are as follows:

Unit	Division	Year	Description	Miles	Cost
8A	Highway	1988	10 Ft. Material Spreader	N/A	\$31,000
111	Highway	1995	Trackless Sidewalk Tractor	N/A	\$140,000

*(Submitted by: Department of Public Works)*

The Town Manager's recommendation for Snow and Ice Equipment is \$31,000 in primary cash capital and \$140,000 in the secondary cash capital category.

**DPW COMPLEX RENOVATION PHASE 2 (Request: \$580,000)**

The recently completed Public Services Administration Building will alleviate space problems and air quality issues on the second floor of the current DPW Operations Building. However, deficiencies continue to exist throughout the building internally and with the DPW site externally. Ultimately the expansion and renovation of the DPW Operations Building (470 Dedham Ave) and site, referred to as DPW Phase II, will be required to address both storage space for equipment and stormwater quality issues. DPW facilities are no longer exempt from NPDES stormwater requirements so the Town must work toward complying with stormwater discharge requirements. In 2009, Town Meeting approved \$42,000 for engineering and design for stormwater quality improvements on a portion of the DPW site. Construction for these improvements will be requested in FY2014. Completion of the DPW facility construction in the Phase II request will resolve these stormwater management issues. The work proposed for FY2013 in the phased project will be the removal of the existing snow trailer and construction of eight garage bays. *(Submitted by: Department of Public Works)*

The Town Manager's recommendation for the DPW Complex Renovation Phase 2 is \$580,000 in the primary debt financing category.

**SALT STORAGE SHED RELOCATION (Request: \$1,550,000)**

The existing 1,200 ton salt storage building located at 470 Dedham Avenue will be removed from service. The building is 35 years old and in need of replacement. The current salt shed is also within the 100 foot buffer zone. The proposed new material storage building will hold 5,000 tons of material and will be located on the Town's Recycling & Transfer Station site on Central Avenue. The funding for the request includes site work and the construction of a 5,000 ton salt storage building. The new storage building will be large

enough to hold all Snow and Ice materials, including salt, sand, salt-sand mix, and chemicals. (Submitted by: Department of Public Works)

The Town Manager's recommendation for the Salt Storage Shed Relocation is \$1,550,000 in alternative financing (Chapter 90).

**PUBLIC WORKS INFRASTRUCTURE PROGRAM (Request: \$600,000)**

*Street Resurfacing:* This program is essential to improve the structural and surface integrity of the Town's network of accepted streets. The primary strategy of this program is asphalt paving and incidental work. Incidental work may include asphalt berm curb, new grass shoulders, corner reconstruction including handicapped ramps, minor drainage improvements, street sign replacement, traffic markings and signs. Applying this repair strategy in a timely manner will extend the useful life of the roadway for up to 15 years. The requested street resurfacing funding in FY2013 is \$296,000.

*Traffic Signal & Intersection Improvements:* This program funds traffic signal improvements and intersection improvements and new traffic signal installations where none currently exist. No funding is proposed in FY2013 in this category.

*Combined Sidewalk Program:* This Program addresses the failing network of sidewalks throughout the community. There are over 160 miles of accepted sidewalks in Needham. Over half of the Town's sidewalks do not comply with current standards and require significant improvements including the installation of handicapped ramps. The requested Combined Sidewalk Program funding in FY2013 is \$279,000.

*Storm Drain Capacity Improvements:* This program provides funding to improve roadway drainage capacity. The Stormwater Master Plan identified a number of areas throughout Needham where improvements are required to resolve flooding problems and illicit discharge. Locations for improvements have been prioritized within the plan. Since the issuance of this report, numerous multi-unit developments have been built or planned in the Town. These developments incorporate new roads with drainage structures and roof or sump connections which are then connected to existing Town systems. These new connections have increased the load on the Town's drainage system and causes flooding in some areas. No funding is requested in this category for FY2013.

*Brooks and Culverts – Repair and Maintenance:* This program addresses the issue of flooded and poorly draining brooks, streams, waterways and culverts throughout the Town that have been severely damaged by heavy rains/storms for many years. Prior funding has funded cleaning and debris removal. Recent flooding caused the failure of retaining walls. Brooks have become silted, allowing the overgrowth of vegetation that has impacted the level of the water flows and resulting in the loss of useable abutting property and flooded basements. Projects proposed for FY2013 include the continued wall repair along Rosemary Brook in the amount of \$25,000.

The Town Manager's recommendation for the Public Works Infrastructure Program is \$600,000 in the primary debt financing category.

**PUBLIC FACILITIES**

**CORE FLEET (Request \$50,318)**

The Core fleet consists of passenger vehicles such as sedans and wagons, vans, pick-up trucks, small dump trucks, and utility trucks. Unless circumstances require otherwise, the

vehicle scheduled to be replaced in FY2013 is a 2001 Ford F-450 Rack Body Truck that is primarily used for grounds keeping services, trash runs, moving School and Town property, and setting up the stage for the High School graduation.

Unit	Division	Year	Description	Miles	Cost
703	PFD	2001	Ford F-450/Grounds Rack Body Truck	50,952	\$50,318

*(Submitted by: Public Facilities Department)*

The Town Manager's recommendation for the Public Facilities Core Fleet is \$50,318 in the primary cash capital category.

**PUBLIC FACILITIES MAINTENANCE PROGRAM (Request: \$450,000)**

This project funds annual maintenance of public buildings throughout the Town and School Department including but not limited to: asbestos abatement, small equipment replacement, duct cleaning, painting, and other repairs and necessary upgrades. Funding in fiscal year 2013 is intended for duct cleaning at the A & B Buildings of the High School, asbestos abatement at the Mitchell School, flooring replacement at the Broadmeadow School and the Library, and Xeriscaping at the High School. Additional work at the Hillside School will include remediation of flooding issues, upgrades to the boiler room, repair to the floor and stairs, and upgrading of AC units. At the Mitchell School, repairs to gutters and downspouts, fuel oil containment work (or conversion to natural gas), handrail upgrades, and egress analysis will be performed. *(Submitted by: Public Facilities Department)*

The Town Manager's recommendation for the Public Facilities Maintenance Program is \$416,000 in the primary cash capital category and \$34,000 in the secondary cash capital category.

**PUBLIC FACILITIES ENERGY EFFICIENCY UPGRADE IMPROVEMENTS (Request: \$34,815)**

The results of a recent energy efficiency upgrade study indicate that if the Town makes an initial investment for energy upgrades in the ten buildings identified in the study, the cost of these upgrades will be recovered through energy savings within five years. Projects proposed for FY2013 include replacing the exterior lighting at Hillside School. The lighting consists of high intensity discharge lamps and will be replaced with induction lighting. Similar work will be performed at the Mitchell School, along with improved insulation levels in the attic. *(Submitted by: Public Facilities Department)*

The Town Manager's recommendation for Energy Efficiency Upgrade Improvements is \$34,815 in the primary cash capital category.

**COMMUNITY SERVICES**

**ATHLETIC FACILITY IMPROVEMENTS (Request \$207,500)**

The Department of Public Works and Park and Recreation Departments have developed a maintenance plan for all fields, which includes new or total reconstruction, partial renovation, irrigation, drainage improvements, and equipment replacement or repair (bleachers, fences/backstops, player benches and miscellaneous equipment) for multi-use fields and ball diamonds. Projects planned for fiscal year 2013 include new fabric and repairs on both backstops and fencing at Claxton Field, installation of an irrigation system for Greene's Field, installation of bleachers and a bleacher pad for Claxton Diamond #2,

installation of an irrigation system for Claxton Field, and installation of an irrigation system for the Pollard School multi-purpose field. *(Submitted by: Department of Public Works)*

The Town Manager's recommendation for Athletic Facility Improvements is \$207,500 in the primary cash capital category.

**ROSEMARY TRAIL IMPROVEMENT DESIGN (Request \$50,000)**

The trail system that begins in the parking lot at Rosemary Pool and extends through the camp property and over to Nehoiden Street is used on a daily basis by residents. The beginning section is in the most urgent need for restoration; however, there are other areas of concern, particularly along the steep stretch adjacent to the lake. A portion of this project will be completed by volunteers, and only the larger portions requiring construction will need to be performed by a contractor. At this time, the project is not eligible for CPA funding, but if proposed changes to the wording of the legislation are approved, this project would become eligible. This appropriation would fund the design and permitting phase of the project. It is anticipated that the construction portion will be in the \$100,000 range. *(Submitted by: Community Development and Park and Recreation)*

The Town Manager's recommendation for Rosemary Trail Improvement Design is \$50,000 in the secondary cash capital category.

**DEFAZIO FIELD RE-SODDING (Request: \$90,000)**

This capital request is for field improvements at the DeFazio Complex. The Healy and Warner fields were seeded twice during the Field of Dreams project. After two seeding applications, the grass still did not fill in. As a result, the fields have taken almost entirely to weeds (large and smooth crabgrass and white clover). The best option to ensure safety and playability is to sod the fields with Kentucky Bluegrass, similar to what was done on the other two fields at DeFazio – Conroy and McLeod. *(Submitted by: Department of Public Works)*

The Town Manager's recommendation for DeFazio Field Re-sodding is \$90,000 in the secondary cash capital category.

**RECYCLING/TRANSFER STATION (RTS) ENTERPRISE FUND**

**LARGE SPECIALTY EQUIPMENT (Request: \$175,200)**

Public Works specialty equipment consists of power-assisted equipment or other specialized tools used by the Department in the performance of its work. Unless circumstances require otherwise, the vehicles scheduled to be replaced in FY2013 include:

Unit	Division	Year	Description	Miles	Cost
53	RTS	1992	Roll-Off	65,012	\$175,200

*(Submitted by: Department of Public Works)*

The Town Manager's recommendation for RTS Large Specialty Equipment is \$175,200 in the primary cash capital category.

**SEWER ENTERPRISE FUND**

**SMALL SPECIALTY EQUIPMENT (Request \$34,000)**

This program provides funding to purchase new and replace existing Public Works specialty equipment. This equipment is critical for the efficient operation of the Department's maintenance programs. The purchase of this equipment will increase productivity and expand the use of maintenance dollars. Unless circumstances require otherwise, the equipment scheduled to be replaced in FY2013 include:

Unit	Division	Year	Description	Miles	Cost
170	Sewer	2000	Trailer Mounted 4" Pump	N/A	\$34,000

*(Submitted by: Department of Public Works)*

The Town Manager's recommendation for Sewer Small Specialty Equipment core fleet is \$34,000 from Sewer Enterprise Fund Retained Earnings.

**CORE FLEET (Request \$31,100)**

The Core fleet consists of passenger vehicles such as sedans and wagons, vans, pick-up trucks, small dump trucks, and utility trucks. Unless circumstances require otherwise, the vehicles scheduled to be replaced in FY2013 include:

Unit	Division	Year	Description	Miles	Cost
94	Sewer	2008	Ford F-250/2WD Pick-up Truck	66,125	\$33,100

*(Submitted by: Department of Public Works)*

The Town Manager's recommendation for Sewer Core Fleet is \$31,100 from Sewer Enterprise Fund Retained Earnings.

**SEWER SYSTEM INFILTRATION AND INFLOW PROGRAM (Request: \$550,000)**

This program supports the identification and removal of Infiltration and Inflow (I/I) in existing sewer systems. The requested funding for FY2013 is for the evaluation of infiltration, which is defined as groundwater or storm water runoff that enters the system through deteriorated pipe or manhole structures. On the basis of volume of flow and knowledge of local sewer system overflows (SSO) or basement flooding, an order of priority has been established to determine the scheduling of the engineering, design and remediation work. The highest priorities relate to locations of known surcharging with sewage overflow or release or basement flooding. The remediation proceeds in stages starting with the preliminary engineering, followed by the rehabilitation design and concluding with the rehabilitation construction.

Work in prior years has been undertaken in Areas 11, 14, 19-1, 22, 3, 4, 30, 31, 2, 24, 21L, 1, 16. The priority was based on areas that had recorded the highest levels of infiltration. The field work was conducted in 1984, and supplemented in 1986 and 1987. The study results are now approaching 25 years old. The earliest repair work that was undertaken is approaching 20 years old, and the remaining sections identified in the original study show significantly less I/I per length of sewer main. There is a strong probability that the original high leakage areas are contributing greater amounts of infiltration than the remaining sections left to repair as identified in the original study. Therefore, the study must be updated at this time to ensure effective expenditure of Town resources to address current infiltration and inflow. The components of the first phase of

the study will include engineering (\$240,000), permanent and portable flow meter installation (\$210,000), and rented flow meters (\$100,000). The components of a future phase of the evaluation will include engineering and closed circuit TV services. *(Submitted by: Department of Public Works)*

The Town Manager's recommendation for the Sewer System Infiltration and Inflow Program is \$550,000 from Sewer Enterprise Fund Retained Earnings.

**SEWER SCADA SYSTEM (Request: \$30,000)**

The Department's goal is to provide a communication and alarm system to replace the current system that is outdated and unreliable. Currently there is no linked communication between or among pump stations. The goal is to collect data from the nine sewage pumping stations, then communicate that data to a central location (likely the West Street Pump Station), allowing for efficient management and control of the sewer pumping operations. This system will alert the appropriate emergency response for on-call personnel to remotely access the system, making changes to pump stations as necessary. The current alarm call system uses an outdated verbatim call box at the four major sewage pumping stations and a light and siren system at the five smaller stations. The verbatim system is programmed to call the Police Department dispatcher when an alarm condition has occurred, who then alerts the Sewer Division on-call person. The five smaller stations rely on neighbors to call the Police Department when an alarm occurs. This funding is for a feasibility study to determine the best mode of communication for the SCADA system. *(Submitted by: Department of Public Works)*

The Town Manager's recommendation for the Sewer SCADA System is \$30,000 from Sewer Enterprise Fund Retained Earnings.

**WATER ENTERPRISE FUND**

**CORE FLEET (Request \$117,000)**

The Core fleet consists of passenger vehicles such as sedans and wagons, vans, pick-up trucks, small dump trucks, and utility trucks. Unless circumstances require otherwise, the vehicles scheduled to be replaced in FY2013 include:

Unit	Division	Year	Description	Miles	Cost
1	Water	1999	Ford F-350/One Ton Dump Truck	67,128	\$67,000
2	Water	2000	Ford F-350/Utility Pick-up	91,719	\$50,000

*(Submitted by: Department of Public Works)*

The Town Manager's recommendation for the Water Core Fleet is \$117,000 from Water Enterprise Fund Retained Earnings.

**FILTER MEDIA REPLACEMENT (Request: \$72,500)**

Filter media is used for manganese removal at the Charles River Water Treatment Facility. All four filters at the Treatment Facility were replaced with natural greensand in 2008. This program is intended to establish a five year replacement cycle for the replacement of the filter media, with a new synthetic product called Greensand Plus, a substitute for natural greensand. Greensand Plus is promoted as being able to withstand wider variations in operating conditions and therefore may reduce the frequency of media replacement, and reduce the need for the administration of potassium permanganate. The first year of funding for the five year cycle is fiscal year 2012. *(Submitted by: Department of Public Works)*

The Town Manager's recommendation for Filter Media Replacement is \$72,500 from Water Enterprise Fund Retained Earnings.

**WATER SYSTEM REHABILITATION PROGRAM (Request: \$99,300)**

The annual Water System Rehabilitation Program draws from the recommendations of the Water System Master Plan. The master plan recommends that pipes 85 years or older be considered for replacement or relining. This list of older pipes is evaluated and prioritized, and then cross-referenced with work proposed for other utilities, road repairs, or reconstruction. Unless circumstances require otherwise, projects for FY2013 include engineering and design for the installation of a new eight inch pipe (2,500 linear feet) on Grant Street from Junction Street to Dedham Avenue. *(Submitted by: Department of Public Works)*

The Town Manager's recommendation for Water System Rehabilitation is \$99,300 from Water Enterprise Fund Retained Earnings.

**WATER SERVICE CONNECTIONS (Request: \$200,000)**

The primary purpose of this program is to remove old iron pipe water services that may contain lead from the water distribution system. Old water services are to be replaced prior to a road reconstruction/paving project. If the services are not replaced, an element of the subsurface infrastructure is susceptible to failure before the useful life of the reconstructed roadway has been realized. The FY 2013 funding will provide approximately one year's value of water service replacements, which will fall in line with the road resurfacing program schedule. *(Submitted by: Department of Public Works)*

The Town Manager's recommendation for Water Service Connections is \$200,000 from Water Enterprise Fund Retained Earnings.

**WATER FIRE FLOW IMPROVEMENTS (Request: \$350,000)**

The Water System Master Plan has identified a category of improvements for high priority action. The St. Mary Pump Station has four pumps located within the facility that are designed to pump potable water from the MWRA to supplement the Town's demand for water. Only two pumps are operable at the station, resulting in operation at a capacity less than that which is permitted (6.5 million gallons per day). The current pump station is equipped with an emergency auxiliary motor; however, it is preferable to have a standby generator similar to other pumping stations and the Charles River Water Treatment Facility. This request will provide the necessary improvements to meet future water demands, and ensure that the station has emergency back-up electrical power. The preliminary design of the station has been completed. The DPW is preparing to seek proposals for selection of a designer for the final design and the Owner's Project Manager (OPM) services. The costs of OPM services were not originally included in the budget for the project budget. \$350,000 is being requested to cover the entire design and construction services for the OPM. A request for funding for the St. Mary Pump Station Improvement Project construction will be proposed for fiscal year 2014 at an expected amount of \$5,070,000. *(Submitted by: Department of Public Works)*

The Town Manager's recommendation for Water Fire Flow Improvements is \$350,000 from Water Enterprise Fund Retained Earnings.

## GLOSSARY

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

**Account** - A classification of appropriation by type of expenditure.

**Accounting Period** – A period of time (e.g., one month, one year) where the Town determines its financial position and results of operations.

**Accrual Basis** - The basis of accounting under which transactions are recognized when they occur, regardless of the timing of related cash flows.

**Actuarial** - A person or methodology that makes determinations of required contributions to achieve future funding levels by addressing risk and time.

**ADA** - Americans with Disabilities Act

**American Reinvestment and Recovery Act** - The American Recovery and Reinvestment Act of 2009, abbreviated ARRA or Federal Stimulus, is an economic stimulus package enacted by Congress in February 2009. The Act includes federal tax cuts, expansion of unemployment benefits and other social welfare provisions, and domestic spending in education, health care, and infrastructure, including the energy sector.

**Appropriation** – A legal authorization granted by Town Meeting to expend money and incur obligations for specific public purposes.

**ARRA** - See American Reinvestment and Recovery Act

**Assessment** – The official valuation of property for purposes of taxation.

**Available Funds** – Balances in the various fund types that represent non-recurring revenue sources. As a matter of sound practice, they are frequently appropriated to meet unforeseen expenses, for capital expenditures or other onetime costs. Examples of available funds include free cash, stabilization funds, overlay surplus, and retained earnings.

**Balanced Budget** – A budget is balanced when planned funds or total revenues equal planned expenditures, that is, total outlays or disbursements, for a fiscal year.

**Betterment (Special Assessment)** – Whenever part of a community benefits from a public improvement, or betterment (e.g., water, sewer, sidewalks, etc.), special property taxes may be assessed to the property owners of that area to reimburse the governmental entity for all, or part, of the costs it incurred in completing the project. Each property parcel receiving the benefit is assessed a proportionate share of the cost which may be paid in full, or apportioned over a period of up to 20 years.

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

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

**Borrowing Authorization** – The action of Town Meeting authorizing the Board of Selectmen to raise money through the sale of bonds in a specific amount and for a specific purpose. Once authorized, issuance is by the treasurer upon the signature of the selectmen.

**Capital Budget** - A plan for capital expenditures for projects to be included during the first year of the capital improvement plan.

**Capital Exclusion** – A *temporary* increase in the tax levy to fund a capital project or make a capital acquisition. Exclusions require 2/3 vote of the entire Board of Selectmen and a majority vote in a town-wide election. The exclusion is added to the tax levy only during the year in which the project is being funded and may increase the tax levy above the levy ceiling.

**Capital Facility Stabilization Fund** - This fund was created at the 2007 Annual Town Meeting. The purpose of this fund is to allow the Town to reserve funds for design, maintenance, renovation or reconstruction relating to the structural integrity, building envelope or MEP (mechanical, electrical, plumbing) systems of then existing capital facilities. For this purpose, capital facility refers to any building or structure which is located on Town property and is under the jurisdiction of the Town Manager, including any Town owned building, structure, room, or space within a building, facility, park or plaza, open space, driveway, landscaped area, or other physical improvements under the administrative control of the Town.

**Capital Improvement Fund** – This fund was created at the 2004 Annual Town Meeting. The purpose of this Fund is to allow the Town to reserve funds for the acquisition of new equipment and/or the replacement of existing equipment (for which the Town may borrow money for a period of five years or more), and/or for building/facility improvements with a cost of less than \$250,000 (for which the Town may borrow money for a period of five years or more). Only general fund capital that has been recommended in the Capital Improvement Plan (CIP) is eligible for funding in this manner.

**Capital Improvement Plan (CIP)** – A financial planning and management tool that identifies public facility and equipment requirements and schedules them for funding and implementation.

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

**Cash Basis** - A basis of accounting under which transactions are recognized only when cash changes hands.

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

**Cherry Sheet** - Originally printed on a cherry-colored form, this document reflects all Commonwealth charges, distributions and reimbursements to a city or town as certified by the state Director of the Bureau of Accounts.

**Collective Bargaining** - The process of negotiations between the Town and bargaining units (unions) regarding the salary and fringe benefits of town employees.

**Community Preservation Act (CPA)** – Enacted as Massachusetts General Laws Chapter 44B in 2000, CPA permits cities and towns accepting its provisions to establish a restricted fund from which monies can be appropriated only for a) the acquisition, creation and preservation of open space; b) the acquisition, preservation, rehabilitation, and restoration of historic resources; and c) the acquisition, creation and preservation of land for recreational use; d) the creation, preservation and support of community housing; and e) the rehabilitation and restoration of open space, land for recreational use and community housing that is acquired or created using monies from the fund. The local program is funded by a local surcharge up to 3 percent on real property tax bills and funds from the state generated from registry of deeds fees. The voters of Needham approved a 2 percent surcharge effective July 1, 2005.

**Community Preservation Fund** - A special revenue fund established pursuant to Massachusetts General Laws Chapter 44B to receive all monies collected to support a community preservation program, including but not limited to, tax surcharge receipts, proceeds from borrowings, funds received from the Commonwealth, and proceeds from the sale of certain real estate.

**Conservation Fund** – The Town may appropriate money to a conservation fund. This money may be expended by the Conservation Commission for lawful conservation purposes as described in Massachusetts General Laws Chapter 40 Section 8C. The money may also be expended by the Conservation Commission for damages arising from an eminent domain taking provided that the taking was approved by two-thirds vote of Town Meeting.

**Contingent Appropriation** – An appropriation that authorizes spending for a particular purpose only if subsequently approved in a voter referendum. Under Massachusetts General Laws Chapter 59 Section 21C (m), towns may make appropriations from the tax levy, available funds or borrowing, contingent upon the subsequent passage of a Proposition 2½ override or exclusion question for the same purpose. If initially approved at an annual Town Meeting, voter approval of the contingent appropriation must occur by certain date after the Town Meeting dissolves. The question may be placed before the voters at more than one election, but if not approved by the applicable deadline, the appropriation is null and void.

**Debt Exclusion** – A *temporary* increase in the Town's levy limit (and possibly the levy ceiling) to exclude the payment of debt from the limits of Proposition 2½. The debt service is added to the levy limit for the life of the debt only. To place a debt exclusion question on the ballot requires a 2/3 vote of the entire Board of Selectmen. The debt exclusion question requires a majority vote by voters for passage.

**Debt Exclusion Offset** – Other funds that are used to reduce the amount of the debt paid by the tax levy. An example is a bond premium which is the difference between the market price of a bond and its face value. A premium will occur when the bond's stated interest rate is set higher than the true interest cost (the market rate). Additions to the levy limit for debt exclusion are restricted to the true interest cost incurred to finance the excluded project. Premiums received at the time of sale must be offset against the stated interest cost in computing the debt exclusion. If receipt of the premium and the payment of interest at maturity of an excluded debt occur in different fiscal years, reservation of the premium for future year's debt service is required at the end of the fiscal year when the premium was received.

**Debt Limit** – The maximum amount of gross or net debt that is legally permitted under State Law.

**Debt Policy** – Part of an overall capital financing policy that provides evidence of a commitment to meet infrastructure needs through a planned program of future financing. The Town of Needham has debt policies that have been developed in consultation with the Finance Committee and reviewed and approved by the Board of Selectmen.

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

**Department** - A service providing entity of the town government.

**Division** - A budgeted sub-unit of a department.

**Encumbrance** - Funds set aside from an appropriation to pay a known future liability.

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

**Expenditure Account Code** - An expenditure classification according to the type of item purchased or service obtained, for example, regular compensation, energy expense, communications, educational supplies, and vehicle equipment.

**Fiscal Year** - The twelve-month financial period used by the Town beginning July 1 and ending June 30 of the following calendar year. The Town's fiscal year is numbered according to the year in which it ends.

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

**Full Faith and Credit** – A pledge of the general taxing power for the payment of debt obligations. Bonds carrying such pledges are referred to as general obligation bonds or full faith and credit bonds.

**Full-time Equivalent Position or FTE** - A concept used to group together part-time positions into full-time units.

**Fund** - An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources with all related liabilities, obligations, reserves, and equities that are segregated for specific activities or objectives. Among the fund types used by the Town are General, Special Revenue, Capital Projects, Trust, and Enterprise.

**FY** - Fiscal Year

**GASB** – This refers to the Governmental Accounting Standards Board which is currently the source of generally accepted accounting principles (GAAP) used by state and local governments in the United States. It is a private, non-governmental organization. The GASB has issued Statements, Interpretations, Technical Bulletins, and Concept Statements defining GAAP for state and local governments since 1984.

**GASB 34** – GASB Statement Number 34 set new GAAP requirements for reporting major capital assets, including infrastructure such as roads, bridges, water and sewer facilities, and dams. The Town of Needham has implemented the Governmental Accounting Standards Board's (GASB) Statement Number 34, Basic Financial Statements and Management's Discussion and Analysis for State and Local Governments, financial reporting model. This standard changed the entire reporting process for local governments, requiring new entity-wide financial statements, in addition to the current fund statements and other additional reports such as Management Discussion and Analysis.

**GASB 45** – The Town of Needham's financial statements are required to implement Governmental Accounting Standards Board (GASB) Statement Number 45 for other post employment benefits (OPEBs) including health care, life insurance, and other non-pension benefits offered to retirees. This new standard addresses how local governments should account for and report their costs related to post employment health care and other non-pension benefits, such as the Town's retiree health benefit. Historically, the Town's cost was funded on a pay-as-you-go basis. GASB 45 requires that the Town accrue the cost of the retiree health insurance and other post employment benefits during the period of employees' active employment, while the benefits are being earned, and disclose the unfunded actuarial accrued liability in order to accurately account for the total future cost of post employment benefits and the financial impact on the Town. This funding methodology mirrors the funding approach used for pension/retirement benefits. The Town has established Fund and annually appropriates the required contribution based on updated reports. The Fund will allow the Town to capture long-term investment returns and make progress towards reducing the unfunded liability.

**Generally Accepted Accounting Principles (GAAP)** - The basic principles of accounting and reporting applicable to state and local governments, including the use of the modified accrual or accrual basis of accounting, as appropriate, for measuring financial position and operating results. These principles must be observed to provide a basis of comparison for governmental units.

**General Fund** - The fund into which the general (non-earmarked) revenues of the municipality are deposited and from which money is appropriated to pay the general expenses of the municipality.

**General Obligation Bonds** – Bonds for the payment of which the full faith and credit of the issuing government are pledged.

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

**Lease-Purchase Agreements** – Contractual agreements which are termed "leases," but which in substance amount to purchase contracts in which the financing is provided by an outside party.

**Levy Limit** – Property tax levy limits that constrain the total amount of revenue that can be raised from the property tax. In Massachusetts, the levy limit is governed by Proposition 2½.

**Mandate** – A requirement from a higher level of government that a lower level government perform a task in a particular way or in conformance with a particular standard.

**Massachusetts Water Pollution Abatement Trust (MWPAT)** - A statewide revolving fund that commenced operations in 1990 to address necessary environmental actions outlined in the Federal Clean Water Act.

**Massachusetts Water Resources Authority (MWRA)** - The Massachusetts Water Resources Authority is a Massachusetts public authority established by an act of the Legislature in 1984 to provide wholesale water and sewer services to 2.5 million people in 61 metropolitan Boston communities. The Town of Needham disposes all wastewater through the MWRA system and purchases drinking water as needed from the MWRA during the year.

**Modified Accrual Basis** - The accrual basis of accounting adapted to the governmental fund type, wherein only current assets and current liabilities are generally reported on fund balance sheets and the fund operating statements present financial flow information. Revenues are recognized when they become both measurable and available to finance expenditures of the current period. Expenditures are recognized when the related fund liability is incurred except for a few specific exceptions. All governmental funds and expendable trust funds are accounted for using the modified accrual basis of accounting.

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

**Official Statement** - The municipal equivalent of a bond prospectus.

**Operating Equipment** -- Equipment that has a life expectancy of more than one year and a value of less than \$25,000 dollars. Equipment with a useful life of five or more years and a value greater than \$25,000 dollars is capital equipment.

**Overlay Surplus** - Any balance in the overlay account of a given year in excess of the amount remaining to be collected or abated can be transferred into this account. At the end of each fiscal year, unused overlay surplus is "closed" out to fund balance, in other words, it becomes a part of Free Cash (see Undesignated Fund Balance).

**Override** - A permanent increase of the Town's levy limit (but not the levy ceiling) when a majority of voters in an election approve such an override. The override amount becomes part of the levy base when setting the next year's levy limit. To place an Override question on the ballot requires a majority vote of the Board of Selectmen.

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

**Pay-As-You-Use** - A term used to describe the financial policy of a government which finances its capital outlays from borrowing proceeds and pays for capital assets over their useful life.

**Performance Measure** - An indicator of progress toward a goal or strategy. Measures can be defined for identifying output, work or service quality, efficiency, effectiveness, and productivity.

**Proposition 2½** - That measure which limits municipal property taxes to 2½ percent of the community's full and fair cash value (levy ceiling), and which limits the amount of revenue a municipality can raise through property taxes (levy limit) to 2½ percent each year, plus a factor for new growth. A municipality may exceed its levy limit in two ways: override or debt exclusion.

**Provisional Capital** - A capital request that is submitted by a department to identify a future need or obligation, but the department is not in the position to provide the necessary details so that the request can be evaluated.

**Reserve Fund** - An amount set aside annually by a vote of Town Meeting to provide a funding source for extraordinary or unforeseen expenditures. Only the Finance Committee can authorize transfers from the reserve fund. Any balance remaining in the reserve fund at the end of the fiscal year is "closed" out to fund balance and ceases to be available.

**Special Revenue Fund** - Used to account for the proceeds of specific revenue sources (other than special assessments, expendable trusts, or sources for major capital projects) that are legally restricted to expenditures for specific purposes. A special revenue fund is accounted for in the same manner as a General Fund.

**Stabilization Fund** - Massachusetts General Laws Chapter 40, Section 5B allows a municipality to appropriate annually to such fund an amount to be raised in the preceding fiscal year; the aggregate amount in the fund shall not exceed ten percent of the equalized valuation of the municipality. The Treasurer shall be custodian of the fund and may invest the proceeds legally; any interest earned shall remain with the fund. The Stabilization Fund may be appropriated by Town Meeting. The appropriation may be used for any lawful purpose.

**Technology Infrastructure** - The hardware and software that support information requirements, including computer workstations and associated software, network and communications equipment, and system-wide devices.

**Trust Funds** - Funds held by the Town in a fiduciary role, to be expended for the purposes specified by the donor.

**Uniform Procurement Act** - Enacted in 1990, Massachusetts General Laws Chapter 30B establishes uniform procedures for local government to use when contracting for supplies, equipment, services and real estate. The act is implemented through the Office of the Inspector General.

**Undesignated Fund Balance** - A community's unrestricted available funds that may be used as a funding source for appropriations. Undesignated Fund Balance is generated when the actual operating results compare favorably with the budget. The Department of Revenue calculates the amount of the Undesignated Fund Balance that is available (commonly referred to as Free Cash) for appropriation at Town Meeting. It may only be used after the certification process by the Department of Revenue is complete. For example, the July 1, 2011 certified amount may be used to fund supplemental appropriations voted during fiscal year 2012, or applied as a revenue source to support the fiscal 2013 budget voted in the spring of 2012.