

PROPOSED ANNUAL BUDGET

FISCAL YEAR 2023



Town of Needham
Office of the Town Manager



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FISCAL YEAR 2022 PROPOSED ANNUAL BUDGET

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**Town of Needham
Town Manager's Proposed Annual Budget
Fiscal Year 2023**

Needham Select Board

Matthew D. Borrelli, Chair	Marianne B. Cooley, Vice Chair
Marcus A. Nelson, Clerk	Daniel P. Matthews
	Kevin J. Keane

Kate Fitzpatrick, Town Manager
Daniel Gutekanst, Superintendent of Schools

Department Managers

Debra Anderson, Director of Conservation
Dennis Condon, Fire Chief
David Davison, Assistant Town Manager/Finance
Barry Dulong, Director of Building Maintenance
Theodora Eaton, Town Clerk
Hank Haff, Director of Design & Construction
Kim Hewitt, Library Director
Rhainhardt Hoyland, Highway Superintendent
Katie King, Assistant Town Manager/Operations
Robert Lewis, Assistant Director of Public Works
Carys Lustig, Director of Public Works
Roger McDonald, Director of Management Information Systems
Timothy McDonald, Director of Health & Human Services
Chuck Murphy-Romboletti, Director of Human Resources
Lee Newman, Director of Planning & Community Development
Ed Olsen, Parks & Forestry Superintendent
Evelyn Poness, Town Treasurer/Collector
John Regan, Fleet Supervisor
Michael Retzky, Water & Sewer Superintendent
David Roche, Building Commissioner
Tom Ryder, Acting Town Engineer
John Schlittler, Chief of Police
Cecilia Simchak, Director of Administration & Finance, Public Services
Sara Shine, Director of Youth & Family Services
LaTanya Steele, Director of Aging Services
Greg Smith, Solid Waste & Recycling Superintendent
Myles Tucker, Support Services Manager
Michelle Vaillancourt, Town Accountant



Name: Town of Needham

Incorporated: 1711

Total Area: 12.61 sq mi

Elevation: The low elevation is 68 feet above sea level and the high is 298 feet above sea level.

Road Miles: 138

County: Norfolk

Population: 32,091
(2020 Census)

Form of Government:
Representative Town Meeting

School Structure: K-12

FY2022 Tax Rate:

\$13.41 Residential

\$26.50 Commercial

**FY2022 Average Single-Family
Home Value:** \$1,016,185

**FY2022 Average Single Family
Home Tax Bill:** \$13,627

Coordinates:

42° 16' 52" N 71° 14' 11" W

Town Hall Address:

1471 Highland Avenue
Needham, MA 02492

Website: www.needhamma.gov

Facebook: Town of Needham

Twitter: @TownofNeedham

Instagram: Townofneedamma

Town of Needham Community Profile

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

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



READER'S GUIDE TO THE FISCAL YEAR 2023 PROPOSED ANNUAL BUDGET

The Proposed Annual Budget document is more than estimates of revenues and expenses; it is a reflection of the Town's values, priorities and goals. The budget document serves as a policy document, a financial guide, and a communication device. This guide was created to help orient interested readers by providing a brief overview of the budget process, as well as an explanation of the organization of the budget document itself. Presented in distinct sections, this budget document provides both general and specific data, including line-by-line department spending requests.

THE BUDGET APPROVAL PROCESS

The Town Manager, the Finance Committee, the Select Board, 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 2nd Wednesday of December. Following receipt of these spending requests, the Finance Committee may begin its consideration of same, including the commencement of budget hearings. The Town Manager, after consultation with the Select Board and School Committee, shall not later than the 31st day of January, present to the Finance Committee a balanced budget recommendation in the form of an executive budget, which shall include the spending priorities of all Town departments for the ensuing fiscal year, including in addition thereto, the voted School Committee budget 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 Legislative body of Needham's Town government is Representative Town Meeting. This is a unique form of government in New England that sets it apart from most other sections of our country. The Town is divided into ten precincts, and each precinct votes for 24 representatives to the Town Meeting. There are a total of 240 elected Town Meeting Members. In addition there are 14 Town Meeting members at large, each of whom shall have the right to vote in said meeting: (a) any resident member of the General Court from the Town, whose state legislative district is wholly within the town; (b) the Moderator; (c) the Town Clerk; (d) the members of the Select Board; (e) the chair of each other elected board of the Town, except the Housing Authority and the Commissioners of Trust Funds.

It is important to understand this structure, as no budget or fiscal appropriation can be made without the approval of Town Meeting Members at either the Annual Town Meeting, held the

first Monday in May each year, or at a Special Town Meeting, held in the spring or fall of each year, or as otherwise needed. The Town Manager presents a proposed annual budget to the Finance Committee for its consideration, and the Finance Committee then forwards its proposed budget to the Annual Town Meeting for appropriation. The final budget voted by Town Meeting constitutes the legal budget authority which ultimately governs the manner and amount of local funding expended during the fiscal year. This document presents information on the General Fund, and two Enterprise Funds, all of which must be appropriated by Town Meeting in accordance with State law.

Readers should also obtain a copy of the Annual Town Meeting Warrant, which contains the actual budget articles to be voted upon. The Warrant is available in April at www.needhamma.gov under the Town Government / Town Meeting listing.

THE BUDGET PROCESS / CALENDAR

In order to be ready for the Annual Town Meeting vote, the budget development process actually begins a year earlier.

Budget guidelines were distributed to departments, boards, and committees on September 27, 2021, with spending requests due on October 25, 2021. 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 Select Board, Finance Committee, and School Committee continued during the fall and winter. The Town Manager's official budget consultation with the School Committee occurred on January 4, 2022.

BUDGET DOCUMENTS

The five year Capital Improvement Plan is issued as a separate document. The following documents are available for viewing at www.needhamma.gov under the Town Government / Publications listing.

- FY2023 – FY2027 Capital Improvement Plan
- FY2023 Proposed Annual Budget.

BUDGET CALENDAR

July / August

- Start of Fiscal Year 2022

September

- Capital improvement plan guidelines are released
- Town Manager budget consultation with the Select Board
- Town Manager budget consultation with the Finance Committee

October

- FY2020 budget guidelines released
- Capital requests are due
- Town Manager budget consultation with the Select Board
- Special Town Meeting

November

- Department spending requests are reviewed
- Town Manager budget consultation with the Select Board

December

- Department spending requests are due to Finance Committee from the Town Manager and School Superintendent
- Select Board votes CIP recommendation

January

- FY2023 – FY2027 Capital Improvement Plan is released
- Town Manager budget consultation with the School Committee
- Town Manager's Proposed Annual Budget is released

February

- Warrant articles for the 2022 Annual Town Meeting are due to the Select Board
- Finance Committee's FY2023 draft budget is due to the Town Manager

March

- Finance Committee's budget recommendations are due for inclusion in the Annual Town Meeting Warrant

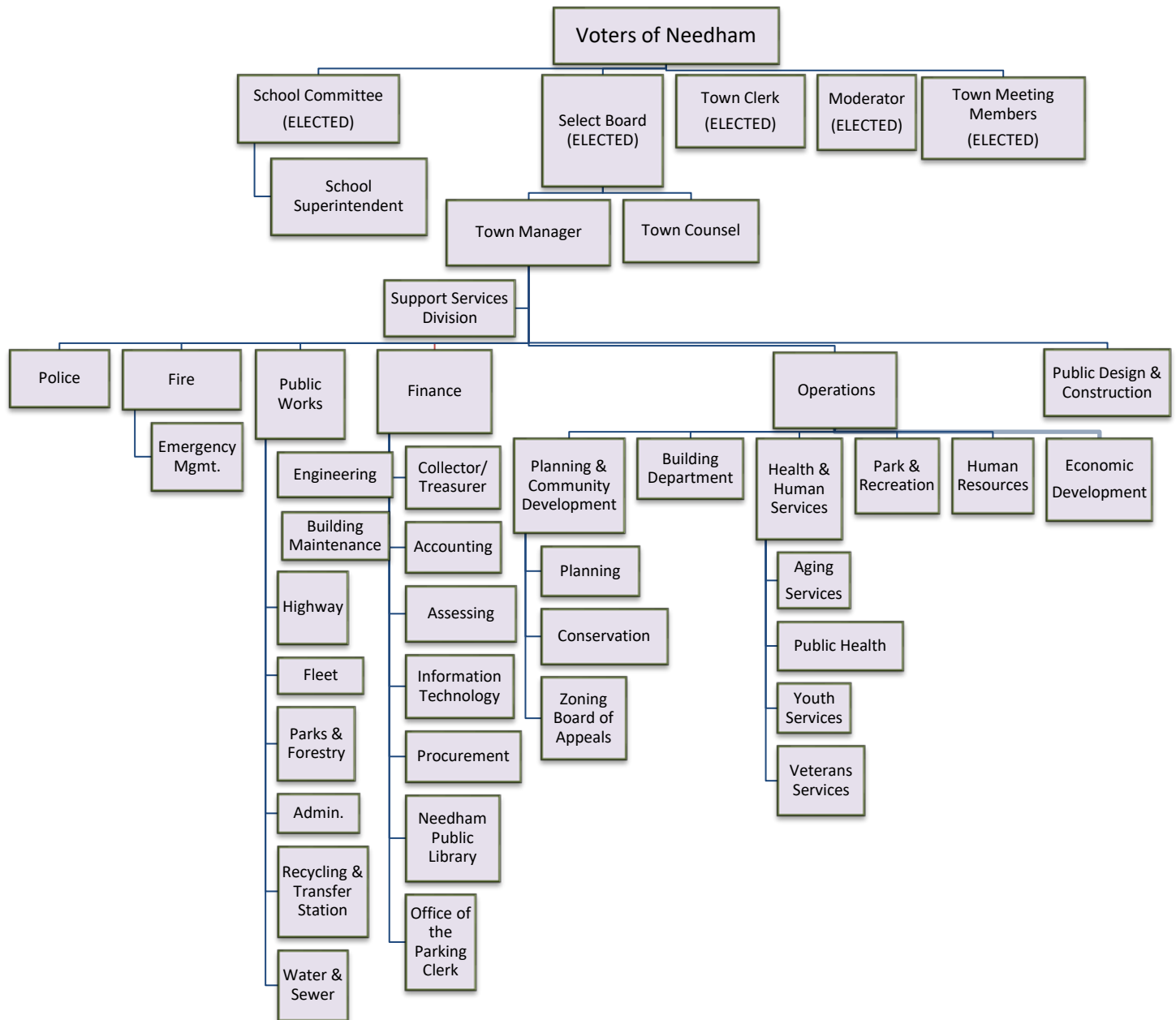
May

- Annual Town Meeting

SUMMARY OF THE PROPOSED ANNUAL BUDGET

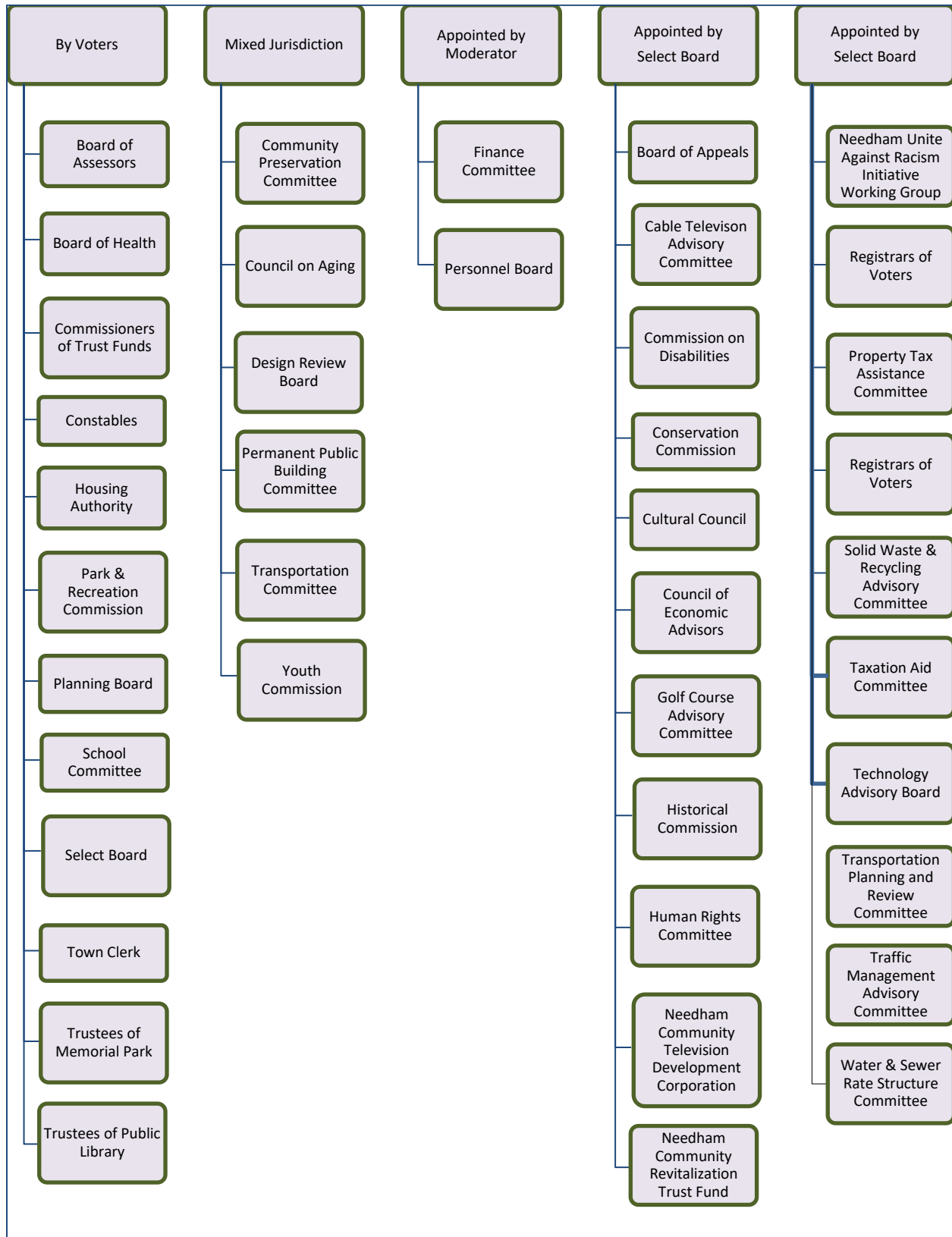
<u>Section 1</u> Town Manager's Budget Message	This section contains the overall philosophy upon which the budget was developed, and provides an explanation of the budget process and any significant changes to the budget as compared to previous years. This section also covers the budget highlights and provides a summary of the balanced budget proposal.
<u>Section 2</u> Revenue Summary	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.
<u>Section 3</u> Departmental Budget Submissions	This section contains budget submissions for General Fund, Enterprise Funds, and the Community Preservation Fund, as well as descriptions that identify the general purpose of each department and include a history of past year expenditures, the current year budget, and the recommended balanced budget.
<u>Section 4</u> Capital Improvement Plan - Executive Summary	This section contains a summary of the Town's five-year Capital Improvement Plan, a proposed schedule for the expenditure of funds to build, replace, and maintain public facilities and infrastructure, which was published as a separate document.
<u>Section 5</u> Select Board Goals Financial Policies Glossary Town Manager's Budget Guidelines	This section contains the goals established by the Select Board, financial policies adopted by the Select Board, a glossary of terms that may prove useful in reviewing this budget document and the Town Manager's budget guidelines.

TOWN OF NEEDHAM ORGANIZATIONAL CHART



- The Select Board appoints the Town Manager, Town Counsel, and many members of Boards and Committees that can be found on the following pages.
- The School Committee appoints the School Superintendent.
- The Moderator appoints the Finance Committee and the Personnel Board.
- The Town Manager appoints, subject to the approval of the Select Board: the Police Chief, the Fire Chief, the Director of Public Works, the Assistant Town Manager/Director of Finance, and the Assistant Town Manager/Director of Operations.
- The Town Manager appoints all other employees of the Town excluding the Executive Secretary to the Finance Committee and employees of the School Department.

BOARDS AND COMMITTEES



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**Town Manager's FY2023 Budget Message:
Addendum 1/26/2022**

At its meeting on January 25, 2022, the Needham School Committee voted to approve an FY2023 operating budget request totaling \$87,277,798. This amount is within the availability of funds for appropriation for Fiscal Year 2023.

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Town Manager's FY2023 Budget Message: Adaptability & Uncertainty

"It is not the most intellectual of the species that survives; it is not the strongest that survives; but the species that survives is the one that is able best to adapt and adjust to the changing environment in which it finds itself." Leon C. Megginson on Charles Darwin

Table 1.1
Overall General Fund Budget Summary

Description	FY2021 Actual	FY2022 Budget	FY2023 Proposed	\$ Change	% Change
Sources					
Property Tax	\$161,661,687	\$170,833,899	\$179,159,468	\$8,325,569	4.9%
State Aid	\$13,645,674	\$13,961,831	\$14,315,834	\$354,003	2.5%
Local Receipts	\$14,589,825	\$10,375,000	\$11,585,000	\$1,210,000	11.7%
Free Cash	\$7,862,473	\$11,526,630	\$12,000,000	\$473,370	4.1%
Other Funds	\$1,492,947	\$1,324,796	\$2,032,328	\$707,532	53.4%
Reimbursements	\$2,755,058	\$2,428,812	\$2,219,632	(\$209,180)	-8.6%
Total Sources	\$202,007,664	\$210,450,968	\$221,312,262	\$10,861,294	5.2%
Uses					
Municipal Departments	\$44,778,580	\$47,948,110	\$50,426,316	\$2,478,206	5.2%
Needham Schools	\$79,650,229	\$83,603,397	\$87,200,562	\$3,597,165	4.3%
Minuteman School	\$1,112,549	\$1,230,287	\$1,483,173	\$252,886	20.6%
Townwide Expenses	\$58,506,573	\$60,941,932	\$63,725,081	\$2,783,149	4.6%
Reserve Fund	\$0	\$2,077,091	\$2,225,913	\$148,822	7.2%
Capital Budget	\$3,939,433	\$6,849,744	\$9,472,814	\$2,623,070	38.3%
Financial Warrant Articles	\$1,869,177	\$2,034,337	\$1,810,000	(\$224,337)	-11.0%
Other Appropriations	\$544,698	\$1,569,083	\$1,055,773	(\$513,310)	-32.7%
Other Amounts to be Raised	\$2,953,797	\$4,196,987	\$3,912,630	(\$284,357)	-6.8%
Total Uses	\$193,355,035	\$210,450,968	\$221,312,262	\$10,861,294	5.2%

INTRODUCTION

In recent years, our budget message has highlighted the values and practices that guide our recommendations for the budget and our management of the Town. We value sustainability – meeting the needs of the present without compromising the ability of future generations to meet their own needs. We value resiliency – maintaining service levels that can withstand typical economic disruptions, meeting the demands associated with natural growth, decline, and change. The value that resonates this year is adaptability – changing and evolving in order to function in a new environment.

As we approach the second anniversary of the onset of the COVID-19 Pandemic, I am reflecting on the adaptations that have become the norm – mask wearing at the grocery store, residents working from home, unpredictable supply chains, virtual meetings, and constant attention to air exchanges per hour. Many of these adaptations have resulted in improved conditions, while others leave us longing for what has been lost – gatherings, connection, undisrupted schedules, and the ability to plan ahead with any degree of certainty.

In local government, while some processes may have shifted and become more efficient, most of the work landscape remains the same as it was in 2019. However, the services we provide are in higher demand than ever. In-school learning – once a given – now takes an all hands-on deck response from multiple departments. Use of and access to outdoor spaces is a high priority for residents, and the desire to use public land for dining is only increasing.

What has become clear is that this period of uncertainty is not going to disappear any time soon. Town staff will continue to pivot and adapt, planning for the coming year knowing that the plans will likely change. What we do know is that our goals are ambitious. It will take focus, determination and, a commitment to cooperation on the part of staff, elected and appointed officials, and the community to bring them to fruition.

BUDGETING BEST PRACTICES

1. Current revenues must be sufficient to support current expenditures. *The FY2023 operating budget is supported by current revenues. These are revenues that are reasonably expected to recur annually and can be relied on to fund on-going operations during strong and weak economic periods.*
2. The Operating and Capital Budgets must be developed in conformance with the Town's comprehensive financial policies and must not be reliant on one-time revenue or unsustainable practices. *Revenue that cannot reasonably be expected to recur annually is allocated to one-time costs and reserves and is not used to support the operating budget except as provided under the Town's Free Cash best practice.*
3. The five-year Pro Forma budget should be updated on a regular basis to ensure that the underlying assumptions are adjusted based upon changing conditions and data. *The Pro Forma budget is a planning tool that provides early opportunity for the Town to anticipate and prepare contingency plans for the operation of the government and the continuation of primary services. Updating the Pro Forma budget was deferred due to the response to the pandemic and will be re-started in the coming years.*
4. Debt must not be used to fund on-going operating expenses and will only be issued for capital improvements greater than \$250,000 with a useful life of five years or more. *The FY2023 – FY2027 Capital Improvement Plan includes one project funded by debt and is in compliance with this best practice.*
5. The use of Free Cash to fund operations will be minimized by limiting such use to no more than 2% of the prior year's appropriated operating budget, or the actual turn back, whichever is lower. *The amount of Free Cash used to support on-going operations for FY2023 is \$3,200,000, which is in compliance with this best practice.*
6. Adequate contingency funds must be maintained. *This proposed balanced budget allocates funding to the Athletic Facility Improvement Fund, the Workers Compensation Internal Reserve, and the Injury on Duty Reserve.*
7. Sufficient maintenance and replacement funds will be allocated to ensure that capital facilities and equipment are properly maintained. *The recommended operating budget and the Capital Improvement Plan include investment in facilities, equipment, and infrastructure, including a continued investment in the Facilities Maintenance Program.*
8. The Operating and Capital Budgets must be resilient and allow the Town to maintain existing service levels, withstand typical local and regional economic disruptions, and

meet the demands of natural growth, decline, and change. *The Town's ability to pivot and use alternative revenue sources to maintain the original approved budget for FY2021 during pandemic uncertainty is an example of budgetary resiliency.*

9. The Operating and Capital Budgets must be sustainable and meet the needs of the present without compromising the ability of future generations to meet their own needs. *Proposed increases in service delivery are focused and affordable within historical revenue growth assumptions. The Town's funding of its post-employment employee benefits liability is an excellent example of sustainability in that currently accruing expenses are being funded with current revenue.*

BUDGET DRIVERS: ENROLLMENT, EMPLOYEE BENEFITS, AND STAFFING

As is true every year, expenditures relating to growth in the population served and the costs associated with providing those services are key drivers of budget growth.

School Enrollment School enrollment declined by 0.2% in 2019/2020 and another 3.9% in 2020/2021. Enrollment ticked up 0.7% for the 2021/2022 school year. The current enrollment level may result from the lingering effects of the pandemic, and initial projections for the 2022/2023 school year are basically flat. While enrollment may be lower, school children remain impacted by the pandemic, requiring critical support services. Table 1.2 details school enrollment from 2012/2013 to 2021/2022.

Employee Benefits The *submitted* FY2023 employee benefits budget was recommended to increase by 1%. However, the recommended budget is up by 4.8% to reflect the proposed increase in employee headcount in both the School and Municipal budgets. Table 1.3 highlights group insurance enrollment for the last five years.

Staffing Targeted staffing increases are recommended to meet existing and growing service delivery needs, safety, and sustainability of Town assets. The recommended FTE increase is five (5) FTEs on the municipal side and 24.82 on the School side. Table 1.4 details the growth in Full-time Equivalent Employees from FY2018 to FY2022 – 21.5 or 5.9% on the municipal side, and 76.9 or 10.4% on the School side.

BALANCED BUDGET HIGHLIGHTS

The recommended FY2023 budget was developed with the Select Board's voted budget priorities in-mind. The Board has set priorities in the following general categories: recovery from the COVID-19 Pandemic; ensuring that Needham is a welcoming and inclusive community; recreational, cultural and educational opportunities; renovation, reconstruction and preservation of the Town's capital assets; economic opportunities and resources; sustainability and clean energy; multi-modal transportation systems; financial sustainability; avoiding operating overrides; coordination and efficiency among Town departments; service delivery and general administrative needs of the Town, and community engagement. A full list of the Select Board's Budget Priorities is included as Appendix A.

The following is a summary of significant changes from prior years and recommended changes to the submitted budget. A full discussion of each department is included in the submitted departmental spending requests in Section 3. All departmental salary and wage items listed are exclusive of employee benefits costs, which are included separately in Townwide expenses.

Casualty, Liability, Property, & Self-Insurance Program – \$834,262 The Insurance budget recommendation is 9.9% higher than FY2022 attributable primarily to increases in premium charged to the Town and the annualized cost of insuring Fire Station #2 and the new Police Station.

General Fund Debt Service - \$20,198,294 The recommended debt budget is 2.7% lower than FY2022, attributable primarily to the decline in both the excluded debt service and CPA debt service categories.

Group Insurance, Employee Benefits, and Administrative Cost – \$17,255,396 The recommended budget for this line represents an increase of 4.8% and is \$627,528 higher than the *submitted* FY2022 budget to reflect the increased cost of additional headcount contained in the FY2023 budget recommendation.

Needham Electric Light & Gas Program – \$4,121,023 This budget is 6.8% higher than FY2022. The primary factors that have influenced this budget submission are an increase in the assumed average rate per therm cost of natural gas, a higher consumption estimate for existing facilities, and the annualized addition of the new Fire Station #2 and Police Station in FY2023.

Retiree Insurance and Insurance Liability Fund - \$7,844,474 This line funds the on-going health insurance program for retirees and the reserve for Other Post-Employment Benefits (OPEB) liability. The funding schedule is consistent with the actuarial analysis as of June 30, 2020 (measurement date) and is increasing by 5.6%. The amount of \$83,448 was added to this line to reflect the increased cost of additional headcount contained in the FY2023 budget recommendation.

Contributory Retirement Assessment – \$11,407,096 The Retirement Assessment is based on the most recent actuarial analysis as of January 1, 2021 and is increasing by 9.5% over FY2022.

Workers Compensation – \$732,070 The submitted Workers Compensation budget is recommended to decline by 11.7% to reflect the separation of the Workers Compensation and Public Safety Injury on Duty programs into separate budget lines. In addition, a financial warrant article is proposed to provide additional funding for the Workers Compensation Internal Reserve to meet the funding target. The submitted budget was increased by \$21,295 to reflect the cost of additional headcount contained in the FY2023 budget.

Injury on Duty & 111F – \$151,105 As noted above, the Workers Compensation and Injury on Duty & 111F programs have been separated in FY2023. A recommended appropriation for the Public Safety Injury on Duty Reserve will be included as a warrant article in the 2022 Annual Town Meeting Warrant. The May 1, 2021 Special Town Meeting approved the creation of this fund.

Classification, Performance, and Settlements (CPS) – \$1,332,466 This line provides a reserve for funding General Government personnel-related items as they occur during the year and fluctuates annually depending on the number of collective bargaining agreements that have not been settled for a given year. Those not settled for FY2023 include the Needham Police Union (contract expired in FY2021), the Needham Police Superior Officers Association (contract expired in FY2021), the Needham Fire Union (contract expired in FY2020), Needham Independent Public Employee Association (contract expires FY2022) and the Building Custodian and Trades Independent Employee Association (contract expires in FY2022). With the exception of the Needham Independent Town Workers Association, the recommended

Fiscal Year 2023 Proposed Budget

budgets for individual departments do not include any general wage increase amounts for FY2023 – any such increases would be funded through the CPS line.

Reserve Fund – \$2,225,913 The recommended Reserve Fund Budget is consistent with the Finance Committee’s method for projecting the Reserve Fund and represents a 7.2% increase over FY2022.

Office of the Town Manager/Select Board – \$1,265,405 The recommended budget for the Office of the Town Manager/Select Board is increasing by 2.6%. The increase is primarily attributable to salary increases for existing personnel, and software and recruiting expense increases in Human Resources.

Town Clerk/Board of Registrars - \$488,266 The recommended budget for the Office of the Town Clerk/Board of Registrars is 13.2% higher than FY2022, primarily attributable to the fact that there will be three elections in FY2023 – only one election was budgeted in FY2022.

Legal Services – \$329,140 The amount recommended for Legal Services in FY2023 is the same as FY2022. The entire amount is allocated to the expense line reflecting the decision by the Select Board to hire a law firm – not an individual – to serve as Town Counsel.

Finance Department – \$3,730,435 The recommended Finance Department budget is increasing by 3.6%. In addition to salary increases for existing personnel, the recommendation includes the addition of a second Applications Administrator position (\$81,132) to support the Town’s enterprise-wide applications, reflective of the increased workload in the Information Technology Center. A request for an intern for the Accounting Division in the amount of \$11,707 has been deferred.

Finance Committee – \$43,364 The recommended budget for the Finance Committee is increasing by 5.6% in FY2023 to account for salary and wage increases for existing personnel and a modest increase in expenses.

Planning & Community Development – \$552,799. The recommended budget is 4.5% higher than the current budget and includes an increase in hours for the Zoning Specialist from 25 to 30 hours per week in response to the needs of the Zoning Board of Appeals (\$9,021).

Police Department – \$7,901,280 The Police Department budget is proposed to increase by 2.8% and includes new funding for clinical support services in the amount of \$45,000 funded through a financial warrant article in FY2022.

Fire Department – \$9,884,326 The recommended budget for the Fire Department budget is 5.0% higher than FY2022 and assumes that the final portion of the eight firefighters funded by a Federal grant in FY2019 have been phased into the budget over three years. The budget also includes a performance improvement increase of \$20,000 for enhanced fire records management software.

Building Department – \$848,757 The recommended budget for the Building Department is 1.1% higher than FY2022 attributable to salary and wage increases for existing personnel.

Minuteman School Assessment - \$1,483,173 The estimated assessment from the Minuteman School is 20.6% higher than the FY2022 assessment based on budget growth assumptions and Needham’s share of the total enrollment, as well as Needham’s share of the

capital investment in the new High School. The amount of the assessment may change once the Minuteman School Committee votes its final budget for FY2023.

Needham Public Schools – \$87,200,562 The Superintendent’s budget request represents an increase of 4.3% over FY2022 and includes an increase in headcount of 24.82 FTEs. The Superintendent has stated that he believes the needs of our students and schools have been exacerbated by the pandemic, and he expects these needs to continue into the next academic year and beyond. The voted budget of the Needham School Committee was not available at the time of the distribution of this proposed budget and will be included as an addendum if the voted budget is different from this recommendation, in accordance with the General By-laws of the Town.

Building Design & Construction – \$357,564 The recommended Building Design & Construction Department budget is 8.9% lower than FY2022 due to the reduction of a portion of one FTE that was funded in FY2022.

Public Works – \$18,917,853 The proposed Department of Public Works General Fund operating budget is increasing by 6.9%. The budget includes several performance improvement requests: an HVAC Supervisor (\$101,369), a Civil Engineer/equipment (\$132,756), a Laborer 3/Highway (\$67,404), and Building Maintenance overtime associated with new facilities (\$17,332). Additional program requests have been deferred including an Administrative Analyst/Fleet (\$85,756), overtime associated with early release days and High School games (\$7,211) that will be absorbed into the budget, an Administrative Analyst in Engineering (\$82,606), summer seasonal help in Engineering (\$4,284), and an additional custodian (\$58,048). The submitted budget was reduced by \$75,000 in operating capital for an open top trailer unit also included in the Capital Budget. The DPW submission includes identification of future Town needs, including a Sustainability Coordinator and additional Heavy Motor Equipment Operators for the Highway Division.

Municipal Parking - \$151,818 The recommended Municipal Parking budget is 12.8% higher than FY2022, attributable to increases in wage rates, leases, and contractual expenses.

Health & Human Services (HHS) Department – \$2,420,292 The recommended FY2023 budget reflects an increase of 2.2%, primarily attributable to salary increases for existing personnel, and costs associated with software license fees.

Commission on Disabilities – \$2,050 There is no change proposed to the Commission on Disabilities budget for FY2023.

Historical Commission – \$1,050 There is no change proposed to the Historical Commission budget for FY2023.

Public Library – \$2,116,799 The recommended Library budget is 3.0% higher than FY2022, partially attributable to salary increases for existing personnel (including the impact of increases to the State minimum wage). The Library budget was submitted during the transition of the Library Director. The submitted budget has been updated to absorb a portion of the performance increase requested for Overdrive software. The recommended budget includes \$15,000 to fund this program entirely within the operating budget. The recommended budget also includes additional hours for the Administrative Assistant (\$30,352). Other performance improvement requests have been deferred, including: OverDrive Advantage program enhancement (\$22,000), On-line Computer Library Center WorldCat subscription (\$3,500), a Reference Librarian/Digital Communications Specialist (\$65,543 exclusive of benefits), and Library Pages (\$14,415 exclusive of benefits).

Park and Recreation – \$1,339,368 The Park and Recreation budget is proposed to increase by 12.6%. This increase is attributable primarily to salary increases for existing personnel, including the impact of the State minimum wage increase, and performance increases for an Outdoor Facilities Specialist (\$69,429) and additional summer program staff (\$34,171). A funding request for an additional Outdoor Facilities Specialist (\$67,254) has been deferred.

Memorial Park Trustees – \$750 There is no change proposed to the Memorial Park Trustees budget for FY2023.

ENTERPRISE FUNDS

Sewer – \$8,966,628 The recommended Sewer Enterprise Fund budget is 1.1% higher than in FY2022 primarily attributable to increases in wages for existing personnel and contractual expenses. The MWRA Sewer Assessment, which represents a significant portion of the Sewer Enterprise Fund Budget, has been level-funded as preliminary assessments are not yet available. During FY2023, we will once again consider recommending a dedicated funding source for stormwater expenses to account for increased revenue that will be necessary to accommodate the significant and growing complexity of complying with Federal and State stormwater regulations.

Water – \$5,849,310 The recommended Water Enterprise Fund budget is 1.1% higher than the FY2022 budget, attributable primarily to increases in wages for existing personnel and contractual expenses, and a reduction in operating capital. The MWRA Water Assessment, which represents a significant portion of the Water Enterprise Fund Budget, has been level-funded as preliminary assessments are not yet available.

BEYOND THE OPERATING BUDGET

Capital Improvement Budget The Capital Improvement Plan Executive Summary is contained in Section 4 of this document. The recommended FY2023 Capital Budget has been updated to include the following items previously included under the “Tier 2” category:

- Library Space Planning – \$60,000;
- Bigbelly Trash Receptacles –\$135,000;
- Public Works Facilities Improvements Feasibility– \$60,000;
- Pollard School Locker Room Retrofit – \$1,068,500; and
- Public Works Infrastructure – Additional \$1,296,000.

In addition, we recommend that any Free Cash in excess of our estimate be allocated to the Emery Grover project to reduce the amount of borrowing needed.

Other Financial Warrant Articles Given the amount of Free Cash available for appropriation, and consistent with the Town’s policy to minimize the use of Free Cash for recurring operating expenses, the FY2023 proposed budget includes the allocation of funds to one-time programs, projects, and reserves. Changes to the funding recommendations may be made during the coming months depending on updated revenue estimates.

Facilities Maintenance Program – \$1,000,000 This recurring warrant article funds the annual maintenance of public buildings throughout the Town and School department, including, but not limited to asbestos abatement, duct cleaning, painting, and other repairs and necessary upgrades.

Compensated Absences Fund – \$250,000 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.

Town Owned Land Surveys – \$ 100,000 (Deferred).

RTS Service Model Study – \$50,000 This funding will support the Select Board's goal of evaluating the service delivery model of the Recycling/Transfer Station prior to recommending significant capital investment in the facility.

NPDES Permit Compliance – \$195,000 This funding will allow the Town to comply with the National Pollutant Discharge Elimination System (NPDES) permit. Needham is subject to a Total Maximum Daily Load (TMDL) requirement for phosphorus and pathogens. All stormwater discharges from urbanized areas must reduce the amount of phosphorus discharging to waterbodies and the tributaries thereto by 45% and pathogens must be eliminated and/or reduced to the maximum extent practicable through the use of enhanced structural and non-structural Best Management Practices (BMPs). This funding will be sought on an annual basis to inspect and evaluate all BMPs Town-wide, clean and inspect brooks and culverts, rehabilitate and/or replace catch basin and drainpipes, and respond to findings from CCTV inspections. This maintenance work will be performed in conjunction with capital funding project requests.

Property Tax Assistance Program – \$50,000 The Property Tax Assistance Program provides small grants to taxpayers in need.

Small Repair Grant Program – \$50,000 The Small Repair Grant Program provides financial assistance to low- and moderate-income Needham residents to make repairs and alterations to their homes for health and safety reasons. Up to \$5,000 in grant funding is available per participant, and applications will be evaluated and prioritized based on the extent of the health and safety problems and the financial need of the applicants.

Drains/Sewer Contribution – \$587,928 The annual contribution to the Sewer Enterprise Fund offsets 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. We continue to evaluate the benefits and challenges of funding the drains/stormwater program within the General Fund and will be recommending changes to the financial structure in the coming years.

Athletic Facility Improvement Fund – \$33,533 The purpose of the Athletic Facility Improvement Fund is to set aside capital funds for renovation and reconstruction of the Town's athletic facilities and associated structures. Table 1.5 outlines appropriations to the fund over the past five years and is included at the end of this section. The funding recommendation is based on the five-year average of field administration fee collections.

Workers Compensation Internal Fund – \$130,000 The Workers Compensation Internal Fund is a reserve for work-related medical and indemnity payments for injured employees.

Public Safety Injury on Duty Fund – \$300,000 The May 1, 2021 Special Town Meeting approved the creation of this fund to build reserve for the Public Safety Injury on Duty Program.

Allowance for Abatements and Exemptions – \$2,200,000 These funds are reserved for property tax abatements and statutory exemptions. After the actual new growth revenue

for FY2023 is known, the amount of overlay may be increased. The final amount of the reserve is determined by the Department of Revenue when it approves the tax rate in December.

Needham Council for Arts and Culture (NCAC) Programs – \$25,000 The NCAC supports community-based projects and activities in the performing and visual arts, humanities, and interpretive sciences. The requested funding supplements funding received from the Commonwealth and will be used over a period of several years to allow the Council to support more programs in the community.

Diversity, Equity and Inclusion Program – \$100,000 Funding for this program will allow the Town to continue to implement the recommendations of the Needham Unit Against Racism Working Group on a community-wide basis and for Town staff on a multi-year basis.

Parking Study – \$135,000 The Select Board voted to seek funding for a study of the parking needs in Needham Center and Needham Heights. The purpose of the study is to help guide decision-making with respect to public parking options aligned with streetscape improvements, outdoor dining, and overall community interest in pedestrian-friendly and age-friendly amenities and infrastructure.

CONCLUSION

This balanced budget proposal is promulgated prior to the completion 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.

Our entire management team has worked collectively to implement creative ways of meeting the Town's sustainability goals. Efforts have been made to implement measures that will maximize the productivity of our organization and deliver the highest quality of services within available resources, aligned with stated goals of elected and appointed boards, committees, and commissions. I would especially like to thank Superintendent of Schools Dan Gutekanst, Assistant Town Manager David Davison, Assistant Town Manager Katie King, and Support Services Manager Myles Tucker for their work in the development of this budget.

I appreciate the spirit of cooperation that has been demonstrated by the Select Board, School Committee, and Finance Committee in the development of this budget, and applaud the commitment to sustainability on the part of Town boards and committees, Town Meeting, and ultimately the community. We are fortunate to have dedicated staff working every day to maintain the high quality of life our residents expect and deserve.

I couldn't be prouder to be associated with local government and the Town of Needham during these turbulent days. I thank you for the opportunity to serve the residents and businesses in the Town of Needham.

Respectfully submitted,



Town Manager

Appendix A

Select Board Budget Priorities

The Select Board has adopted the following core budget priorities for general government operations. These priorities served as a key guideline in our evaluation of departmental spending requests.

1. Supporting items that contribute to the Town's recovery from the COVID-19 Pandemic.
2. Support for initiatives that ensure that Needham is a welcoming and inclusive community that fosters personal and community safety and ensures that all residents are secure and cared for during emergencies and natural disasters.
3. Supporting initiatives to ensure that Needham residents enjoy high levels of physical and mental well-being and abundant recreational, cultural and educational opportunities in an environment where human rights are respected, diversity is celebrated, and neighbors feel connected.
4. Supporting the renovation, reconstruction and/or preservation of the Town's capital assets in the most prudent, realistic, and efficient manner, including continued investment in buildings, infrastructure, and parks, along with the resources to support adequate staffing to accomplish this goal, particularly in Public Works and Park & Recreation.
5. Ensuring that Needham has the economic opportunities and resources for residents and businesses to thrive in our community.
6. Ensuring that Needham is a sustainable, thriving and equitable community that benefits from and supports clean energy; preserves and responsibly uses the earth's resources; and cares for ecosystems.
7. Creating or strengthening a multi-modal transportation system that gets people where they want to go, when they want to get there, safely and cost-effectively.
8. Support for initiatives that contribute to financial sustainability, including the maintenance of a debt service plan that balances capital needs with the Town's ability to pay, identification of alternative funding sources for traditional cash capital needs, evaluation of financing alternatives, and alignment of capital and maintenance needs with appropriate funding sources.
9. Achieving greater coordination and efficiency among Town departments and providing adequate resources to address identified service delivery and general administrative needs of the Town in a cost-effective manner.
10. Supporting excellent customer service, responsible management of the Town's assets, data-driven decision-making, and community engagement.
11. Maximizing resources within the limits of Proposition 2 ½ to avoid operating overrides.

Fiscal Year 2023 Proposed Budget

Table 1.2
School Enrollment 2012/2013 to 2021/2022

School Year	Enrollment	Percentage Change
2012/2013	5,476	1.2%
2013/2014	5,523	0.9%
2014/2015	5,519	-0.1%
2015/2016	5,581	1.1%
2016/2017	5,588	0.1%
2017/2018	5,665	1.4%
2018/2019	5,721	1.0%
2019/2020	5,707	-0.2%
2020/2021*	5,486	-3.9%
2021/2022	5,526	0.7%

*Restated Enrollment

Source: Needham Public Schools

Table 1.3
Group Health Insurance Enrollment FY2018 to FY2022

Fiscal Year	Town	% Increase over Prior Year	School	% Increase over Prior Year	Total Actives	% Increase over Prior Year
FY2018	291	1.75%	540	-0.74%	831	0.12%
FY2019	291	0.00%	540	0.00%	831	0.00%
FY2020	298	2.41%	557	3.15%	855	2.89%
FY2021	293	-1.68%	563	1.08%	856	0.12%
FY2022	288	-1.71%	565	0.36%	853	-0.35%

Total Change FY2018-FY2022		-1.03 %		4.63 %		2.65 %
Total Change FY2021-FY2022		-1.71 %		0.36 %		-0.35 %

Fiscal Year 2023 Proposed Budget

Table 1.4

**General and Enterprise Fund Full-time Equivalent Benefit-Eligible Positions
FY2018 – FY2022 (excluding grant funded positions)**

Function	Funded FY18	Funded FY19	Funded FY20	Funded FY21	Funded FY22	FY18 - FY22 # Change	Proposed FY2023
General Government & Land Use	41.8	42.9	43.3	43.4	43.4	1.6	44.4
Public Safety	139.8	140.8	144.8	148.8	150.8	11.0	152.8
Public Works and Facilities	148.0	149.0	150.0	152.0	152.3	4.3	155.0
Community Services	33.7	36.6	37.1	38.0	38.3	4.6	40.3
Municipal Departments	363.3	369.3	375.2	382.2	384.8	21.5	392.5
School Department#	739.4	749.3	794.2	808.4	816.3	76.9	841.1

Proposed FY23 reflects the Superintendent's submitted budget

Table 1.5

Athletic Facility Improvement Fund					
Year	Start	Interest	Appropriations to the Fund	Appropriations from the Fund	Balance
2018	\$4,346,708	\$62,313			\$4,409,021
2019	\$4,409,021.00	\$68,829.98	\$63,378.00	(1,855,000.00)	\$2,686,228.98
2020	\$2,686,228.98	\$8,468.72	\$75,000.00	(2,500,000.00)	\$269,697.70
2021	\$269,697.70	\$505.57			\$270,203.27
2022*	\$270,203.27	\$151.85	\$705,715.00		\$976,070.12
* Balance as of December 31, 2021					

Table 1.6

Capital Facility Fund					
Year	Start	Interest	Appropriations to the Fund	Appropriations from the Fund	Balance
2018	\$1,830,675.31	\$13,249.37		(\$1,817,000.00)	\$26,924.68
2019	\$26,924.68	\$42,451.07	\$1,817,000.00		\$1,886,375.75
2020	\$1,886,375.75	\$31,712.43			\$1,918,088.18
2021	\$1,918,088.18	\$3,597.51			\$1,921,685.69
2022	\$1,921,685.69	\$977.69			\$1,922,663.38
* Balance as of December 31, 2021					

Table 1.7

Capital Improvement Fund					
Year	Start	Interest	Appropriations to the Fund	Appropriations from the Fund	Balance
2018	\$735,557.37	\$11,669.27			\$747,226.64
2019	\$747,226.64	\$21,937.27	\$141,413.00		\$910,576.91
2020	\$910,576.91	\$17,827.24	\$166,612.00		\$1,095,016.15
2021	\$1,095,016.15	\$2,053.78			\$1,097,069.93
2022*	\$1,097,069.93	\$557.98			\$1,097,627.91
* Balance as of December 31, 2021					

Table 1.8

Debt Service Stabilization Fund					
Year	Start	Interest	Appropriations to the Fund	Appropriations from the Fund	Balance
2018	\$938,934.72	\$32,143.38	\$1,091,874.00		\$2,062,952.10
2019	\$2,062,952.10	\$51,553.84			\$2,114,505.94
2020	\$2,114,505.94	\$35,544.67			\$2,150,050.61
2021	\$2,150,050.61	\$4,032.50			\$2,154,083.11
2022	\$2,154,083.11	\$1,095.87			\$2,155,178.98
* Balance as of December 31, 2021					

Fiscal Year 2023 Proposed Budget

							Town Manager Recommendation		
Line #	Description	FY2021 Expended	FY2022 Current	Total Request	Change from FY2022	Total Reductions	Balanced Budget	Change from FY2022	
Townwide Expenses									
1	Casualty, Liability, Property & Self-insurance Program	667,584	758,900	834,262	75,362	9.9%	834,262	75,362	9.9%
2	Debt Service	21,091,658	20,764,142	20,198,294	(565,848)	-2.7%	20,198,294	(565,848)	-2.7%
3	Group Health Insurance, Employee Benefits & Administrative Costs	15,925,132	16,462,059	17,437,463	975,404	5.9%	(182,067)	17,255,396	793,337 4.8%
4	Needham Electric, Light & Gas Program	3,509,568	3,858,097	4,121,023	262,926	6.8%		4,121,023	262,926 6.8%
5	Retiree Insurance & Insurance Liability Fund	7,197,713	7,426,237	7,865,336	439,099	5.9%	(20,862)	7,844,474	418,237 5.6%
6	Retirement Assessments	9,368,084	10,417,439	11,407,096	989,657	9.5%		11,407,096	989,657 9.5%
7	Workers Compensation	746,833	828,731	738,285	(90,446)	-10.9%	(6,215)	732,070	(96,661) -11.7%
8	Injury on Duty & 111F			151,105	151,105			151,105	151,105
9	Classification Performance & Settlements	Transfers Only	426,327	1,332,466	906,139	####		1,332,466	906,139 ####
10	Reserve Fund	Transfers Only	2,077,091	2,225,913	148,822	7.2%		2,225,913	148,822 7.2%
Group Total		58,506,573	63,019,023	66,311,243	3,292,220	5.2%	(209,144)	66,102,099	3,083,076 4.9%
Select Board and the Office of the Town Manager									
11A	Salary & Wages	937,843	1,040,373	1,060,329	19,956			1,060,329	19,956
11B	Expenses	129,758	192,519	205,076	12,557			205,076	12,557
	Total	1,067,601	1,232,892	1,265,405	32,513	2.6%		1,265,405	32,513 2.6%
Office of the Town Clerk									
12A	Salary & Wages	397,426	367,637	406,546	38,909			406,546	38,909
12B	Expenses	55,283	63,525	81,720	18,195			81,720	18,195
	Total	452,709	431,162	488,266	57,104	13.2%		488,266	57,104 13.2%
Legal Services									
13B	Expenses	325,323	329,140	329,140				329,140	
	Total	325,323	329,140	329,140				329,140	
Finance Department									
14A	Salary & Wages	2,041,300	2,181,197	2,315,869	134,672		(10,125)	2,305,744	124,547
14B	Expenses	1,273,020	1,324,540	1,331,273	6,733		(1,582)	1,329,691	5,151
14C	Capital	93,249	95,000	95,000				95,000	
	Total	3,407,568	3,600,737	3,742,142	141,405	3.9%	(11,707)	3,730,435	129,698 3.6%

Fiscal Year 2023 Proposed Budget

							Town Manager Recommendation	
Line #	Description	FY2021 Expended	FY2022 Current	Total Request	Change from FY2022	Total Reductions	Balanced Budget	Change from FY2022
Finance Committee								
15A	Salary & Wages	39,677	39,682	41,904	2,222		41,904	2,222
15B	Expenses	461	1,400	1,460	60		1,460	60
	Total	40,138	41,082	43,364	2,282	5.6%	43,364	2,282 5.6%
Planning and Community Development								
16A	Salary & Wages	544,414	494,404	515,949	21,545		515,949	21,545
16B	Expenses	28,359	34,450	36,850	2,400		36,850	2,400
	Total	572,773	528,854	552,799	23,945	4.5%	552,799	23,945 4.5%
Police Department								
17A	Salary & Wages	6,345,278	7,160,476	7,135,569	(24,907)		7,135,569	(24,907)
17B	Expenses	334,221	414,650	507,827	93,177		507,827	93,177
17C	Capital	263,388	113,156	257,884	144,728		257,884	144,728
	Total	6,942,888	7,688,282	7,901,280	212,998	2.8%	7,901,280	212,998 2.8%
Fire Department								
18A	Salary & Wages	8,469,678	8,979,502	9,403,525	424,023		9,403,525	424,023
18B	Expenses	338,437	401,179	445,467	44,288		445,467	44,288
18C	Capital	18,000	32,784	35,334	2,550		35,334	2,550
	Total	8,826,114	9,413,465	9,884,326	470,861	5.0%	9,884,326	470,861 5.0%
Building Department								
19A	Salary & Wages	647,418	788,542	797,717	9,175		797,717	9,175
19B	Expenses	12,279	51,040	51,040			51,040	
	Total	659,697	839,582	848,757	9,175	1.1%	848,757	9,175 1.1%
Minuteman Regional High School Assessment								
20	Assessment	1,112,549	1,230,287	1,483,173	252,886		1,483,173	252,886
	Total	1,112,549	1,230,287	1,483,173	252,886	20.6%	1,483,173	252,886 20.6%
Needham Public Schools								
21	Budget	79,650,229	83,603,397	87,200,562	3,597,165		87,200,562	3,597,165
	Total	79,650,229	83,603,397	87,200,562	3,597,165	4.3%	87,200,562	3,597,165 4.3%
Building Design and Construction Department								
22A	Salary & Wages	461,925	377,112	342,389	(34,723)		342,389	(34,723)
22B	Expenses	11,061	15,175	15,175			15,175	
	Total	472,986	392,287	357,564	(34,723)	-8.9%	357,564	(34,723) -8.9%

Fiscal Year 2023 Proposed Budget

							Town Manager Recommendation		
Line #	Description	FY2021 Expended	FY2022 Current	Total Request	Change from FY2022	Total Reductions	Balanced Budget	Change from FY2022	
Department of Public Works									
23A	Salary & Wages	9,013,508	9,740,095	10,512,812	772,717	(309,061)	10,203,751	463,656	
23B	Expenses	7,172,270	7,351,890	8,180,064	828,174	(14,600)	8,165,464	813,574	
23C	Capital	149,330	178,000	190,499	12,499	(75,000)	115,499	(62,501)	
23D	Snow and Ice	800,711	428,850	433,139	4,289		433,139	4,289	
	Total	17,135,819	17,698,835	19,316,514	1,617,679	9.1% (398,661)	18,917,853	1,219,018	6.9%
Municipal Parking Program									
24	Program	128,274	134,592	151,818	17,226		151,818	17,226	
	Total	128,274	134,592	151,818	17,226	12.8%	151,818	17,226	12.8%
Health and Human Services Department									
25A	Salary & Wages	1,815,797	1,946,383	1,985,557	39,174		1,985,557	39,174	
25B	Expenses	359,368	422,488	434,735	12,247		434,735	12,247	
	Total	2,175,165	2,368,871	2,420,292	51,421	2.2%	2,420,292	51,421	2.2%
Commission on Disabilities									
26A	Salary & Wages	1,500	1,500	1,500			1,500		
26B	Expenses	15	550	550			550		
	Total	1,515	2,050	2,050			2,050		
Historical Commission									
27B	Expenses		1,050	1,050			1,050		
	Total		1,050	1,050			1,050		
Public Library									
28A	Salary & Wages	1,432,841	1,680,645	1,835,517	154,872	(109,581)	1,725,936	45,291	
28B	Expenses	366,932	374,631	437,623	62,992	(46,760)	390,863	16,232	
	Total	1,799,772	2,055,276	2,273,140	217,864	10.6% (156,341)	2,116,799	61,523	3.0%
Park and Recreation Department									
29A	Salary & Wages	583,470	967,003	1,166,086	199,083	(67,229)	1,098,857	131,854	
29B	Expenses	186,017	222,200	240,511	18,311		240,511	18,311	
	Total	769,486	1,189,203	1,406,597	217,394	18.3% (67,229)	1,339,368	150,165	12.6%
Memorial Park Trustees									
30B	Expenses	750	750	750			750		
	Total	750	750	750			750		
Department Budget Total		125,541,357	132,781,794	139,668,989	6,887,195	5.2% (633,938)	139,035,051	6,253,257	4.7%
Total Operating Budget		184,047,929	195,800,817	205,980,232	10,179,415	5.2% (843,082)	205,137,150	9,336,333	4.8%

Fiscal Year 2023 Proposed Budget

						Town Manager Recommendation		
Line #	Description	FY2021 Expended	FY2022 Current	Total Request	Change from FY2022	Total Reductions	Balanced Budget	Change from FY2022
Sewer Enterprise								
201A	Salary & Wages	890,210	1,041,733	1,080,247	38,514		1,080,247	38,514 3.7%
201B	Expenses	409,924	513,076	575,691	62,615		575,691	62,615 12.2%
201C	Capital	45,000	51,000	51,000			51,000	
201D	MWRA	6,399,895	6,614,690	6,614,690			6,614,690	
201E	Debt Service	645,377	610,000	610,000			610,000	
202	Reserve Fund		35,000	35,000			35,000	
Total		8,390,406	8,865,499	8,966,628	101,129	1.1%	8,966,628	101,129 1.1%
Water Enterprise								
301A	Salary & Wages	1,187,267	1,457,409	1,492,528	35,119		1,492,528	35,119 2.4%
301B	Expenses	986,127	1,294,764	1,361,349	66,585		1,361,349	66,585 5.1%
301C	Capital	15,000	40,000		(40,000)			(40,000)
301D	MWRA	1,122,902	1,670,433	1,670,433			1,670,433	
301E	Debt Service	1,244,543	1,250,000	1,250,000			1,250,000	
302	Reserve Fund		75,000	75,000			75,000	
Total		4,555,839	5,787,606	5,849,310	61,704	1.1%	5,849,310	61,704 1.1%

Fiscal Year 2023 Proposed Budget

Revenue Summary

Funding Sources Summary

Table 2.1

Description	FY2021 Actual	FY2022 Recap	FY2023 Estimate	\$ Change	% Change
General Fund	199,252,605	208,022,156	219,092,630	11,070,474	5.3%
Enterprise Funds	17,935,104	16,888,046	16,051,870	(836,176)	-5.0%
Community Preservation Fund	3,699,419	5,523,522	3,679,090	(1,844,432)	-33.4%
Total Funding Sources*	220,887,128	230,433,724	238,823,590	8,389,866	3.9%

* Before adjustments, reimbursements, and subsidies

COVID-19 had an impact on the local economy starting in the last quarter of FY2020, and continued through most of FY2021. The negative impact that COVID-19 had, particularly on the hospitality industry, began to subside in the second half of FY2021, but with the spread of two different variants, the public became hesitant about resuming life as before COVID, some restrictions returned, and the economy showed signs of slowing. There is a sense of optimism that spring of 2022 will improve and FY2023 may be the year that most markets will have adapted to the new normal and COVID will no longer be the pandemic but annual endemic. The steps the Town took by adjusting revenue estimates for FY2021 and FY2022, and prudent use of one-time monies has proved beneficial and has allowed greater flexibility for FY2023 estimates than otherwise may have been possible.

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. The above table 2.1 shows that the total estimated funding sources for FY2023 will increase by approximately \$8.4 million or 3.9%. Because FY2022 included a significant increase in the use of one-time funds and reserves, the increase in recurring revenue, especially in the General Fund, may be missed. The actual amount of Free Cash available for appropriation is not yet known, but we estimate the amount will be more than recent years, because of the large turnback of Free Cash last year of more than \$5.1 million. For the purpose of this budget plan we assume \$12 million of Free Cash available for appropriation. This compares to the \$11,526,630 of Free Cash that was appropriated last year. The appropriations for FY2022 also included the use of \$1,735,913 of retained earnings. This budget plan has \$901,255 in retained earnings being used for appropriations for FY2023. The Community Preservation Act (CPA) revenue estimate of \$3,679,090 does not include the use of reserves to fund project requests. The Community Preservation Committee (CPC) has nine new project requests which total \$9,848,500. However, \$6 million of the request is proposed as CPA funded debt. If the CPC were to approve all the cash requests, all are fundable but not within the estimated CPA receipts for FY2023 and therefore would require use of reserves to fund.

GENERAL FUND

Table 2.2 (next page) shows total revenue available for General Fund appropriations projected at **\$221,312,262** or **\$10,861,294 more than FY2022**. Revenue from the property tax is estimated to grow by approximately \$8.3 million, state aid is estimated to grow by \$354,002, and local receipts are estimated at \$1.2 million more than the current year. Free Cash for appropriation has been assumed at \$12 million for FY2023.

The use of reserves and other available funds is \$707,532 more than was used for FY2022. Free Cash is essentially level when compared to \$11,526,630 used for FY2022. The estimated total adjustment to General Fund revenues is \$209,180 less for FY2023 compared to FY2022. It is

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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	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Recap	FY2023 Estimate	\$ Change
Property Taxes	141,476,623	150,349,498	161,661,687	170,833,899	179,159,468	8,325,569
State Aid	12,516,580	13,091,197	13,645,674	13,961,831	14,315,834	354,003
Local Receipts	16,526,784	16,058,350	14,589,825	10,375,000	11,585,000	1,210,000
Use of Reserves and Other Available Funds	3,259,147	3,879,196	1,492,947	1,324,796	2,032,328	707,532
Free Cash	13,298,378	10,337,871	7,862,473	11,526,630	12,000,000	473,370
General Fund Revenue	187,077,512	193,716,113	199,252,605	208,022,156	219,092,630	11,070,474
<u>Adjustments to General Fund Revenue</u>						
Reimbursements & Subsidies	1,608,064	1,325,500	1,330,058	1,407,415	1,250,000	(157,415)
CPA Share of Debt Service	441,494	1,185,317	1,425,000	1,021,397	969,632	(51,765)
Adjustments to General Fund Revenue	2,049,558	2,510,817	2,755,058	2,428,812	2,219,632	(209,180)
Available for General Fund Expenditures	189,127,070	196,226,930	202,007,663	210,450,968	221,312,262	10,861,294

FY2022 GENERAL FUND REVENUE ESTIMATE ASSUMPTIONS

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 of the Town as of January 1, 2021 was \$11,311,678,964. This puts the tax levy ceiling at \$282,791,974. The tax levy including debt exclusions for FY2022 was \$170,833,899, 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 for operating expenses), 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 that has been approved by the voters as a debt exclusion override. The increase in the FY2023 tax levy attributable to new growth is estimated based upon information provided by the Assessing and Building Departments.

Property Tax Levy

The property tax levy (Table 2.3.1) represents approximately 81.8% (Table 2.8) of all general fund revenues before adjustments. The FY2023 property tax levy is estimated to increase approximately 4.9% over the FY2022 actual tax levy, or approximately \$8.3 million. This compares to the nearly \$8.4 million increase that FY2022 tax levy was over the FY2021 actual levy, or approximately 5.2% increase. The tax revenue to support operations within the levy limit is increasing by an estimate of 4.9% over FY2022. Property tax New Growth revenue has been much higher in recent years and the increase in FY2018 was a record high. The FY2023 budget plan assumes New Growth revenue of approximately \$3.2 million but may be amended when building activity through the end of 2021 is known. The New Growth revenue during the last two years continued strong due, in part, to the significant investment and installation of equipment by the public utilities during FY2021 and FY2022. New Growth revenue also was higher than would have otherwise been due to the reduction of the exemption in the Tax Incremental Financing (TIF) agreement with TripAdvisor from 76% of the original new construction value to one percent of the initial value. With the reduction in the TIF amount for TripAdvisor, the new tax revenue increased by more than \$1.4 million. The one percent exemption continues through FY2028. FY2021 also represents the first year

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for the ten year TIF agreement with NBCU which provides for a 70% deferral of the initial new growth value. However, the NBCU project delivered \$1.5 million in new personal property tax revenue for the Town in FY2020, revenue the Town would not have realized from a standard office complex development. The redevelopment of the former MUZI dealership properties is anticipated to generate yet another sizable bump in New Growth revenue within the next couple of years. The Town can take proactive steps now to secure those funds for the considerable investment in Town assets in the coming years.

Fiscal Year Tax Levy
Table 2.3.1

Description	FY2019 Recap	FY2020 Recap	FY2021 Recap	FY2022 Recap	FY2023 Estimate	\$ Change
Prior Year Base	126,800,868	134,370,075	142,426,994	150,539,475	159,034,818	
2-1/2 Allowance	3,170,022	3,359,252	3,560,675	3,763,487	3,975,870	
New Growth	4,394,835	4,697,667	4,551,806	4,731,856	3,200,000	
General Override						
Levy in Abeyance	(1,528,768)	(2,999,601)	(1,757,767)	(603,818)		
General Tax Levy Limit	132,836,957	139,427,393	148,781,708	158,431,000	166,210,688	7,779,688
Total Excluded Debt	9,867,324	12,922,651	14,448,298	14,375,000	13,676,256	
Less Excluded Debt Offsets	(810,295)	(800,307)	(791,205)	(766,324)	(727,476)	
Debt Exclusion Adjustment				(1,205,777)		
Excluded Debt to be Raised on Tax Levy	9,057,029	12,122,344	13,657,093	12,402,899	12,948,780	545,881
Property Tax Levy	141,893,986	151,549,737	162,438,801	170,833,899	179,159,468	8,325,569
Collections by Year End*	141,476,623	150,349,498	161,661,687			

*Includes collections of prior year taxes and pending refunds

The tax levy limit is calculated by increasing the FY2022 levy limit, exclusive of debt exclusions, by 2.5% 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 FY2022 tax rate.

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 approximately \$7.8 million over the FY2022 actual base levy. The amount of tax excluded debt that is to be paid by property taxes is estimated to increase by \$545,881 for FY2023 over the FY2022 tax levy. However, there was \$1,205,777 in tax levy to pay excluded debt in FY2022 that was deferred because the actual borrowing had not occurred prior to the time when the tax recapitulation report was submitted to the State. The Town can recover those funds in FY2023 even if the debt was paid during FY2022. Had the funds been raised during FY2022, the amount to be raised in FY2023 would have declined. The total excluded debt declined from \$14,448,297 in FY2021 to \$14,375,000 in FY2022. The excluded debt in FY2023 will decline to \$13,676,256. The final debt issues for the Williams School and the Public Safety buildings projects are planned for FY2022 through FY2024. The excluded debt service and its effect on the tax levy will decline after the next budget year, unless and until new projects are approved by the voters of Needham.

Table 2.3.2 (next page) shows the annual debt service by project that was added to the tax levy for fiscal years 2018 through 2022. The table shows the percentage that the gross excluded debt would have increased the tax levy, and the percentage that the net excluded debt (the gross debt adjusted for offsets and adjustments) made up of the total tax levy. For FY2021, the total excluded debt service was \$14,448,297 which could have added 9.7% to the tax levy, but after accounting for the allowed adjustments, the actual amount added to the tax levy was \$13,657,093 which represented 8.4% of the total tax levy for the year. For FY2022, the \$14,375,000 in total excluded debt would have added 9.1%, but with the MSBA

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and premium credits, as well as the \$1,205,777 deferral, the net raised as the percent of the levy was 7.3%; without the deferral the amount would have been 8.0%. The outlook for FY2023 shows the amount to be raised after the adjustments to be 7.8% of the total tax levy.

Debt Exclusions Added to Tax Levy FY2018 - FY2022
Table 2.3.2

Description	FY2018	FY2019	FY2020	FY2021	FY2022
Debt Service					
Broadmeadow School	828,300	801,325	771,225	741,425	708,700
Eliot School	346,840	314,400	304,400	294,400	284,400
High Rock & Pollard Schools	1,257,541	1,227,873	1,192,035	1,087,335	1,041,410
High School	1,774,365	1,719,571	1,606,571	1,521,490	1,438,687
Library	870,550	830,475	796,775	-	-
Newman School	1,327,065	1,298,020	1,262,390	1,124,960	1,058,043
Public Safety Buildings	-	-	2,068,944	4,961,890	7,443,229
Williams School	1,358,112	3,678,899	4,946,992	4,716,797	2,400,531
Total	7,762,773	9,870,562	12,949,332	14,448,297	14,375,000
General Tax Levy	125,518,802	132,836,957	139,427,393	148,781,708	158,431,000
Excluded Debt as a % of the General Tax Levy*	6.2%	7.4%	9.3%	9.7%	9.1%
Offsets and Adjustments					
MSBA Credits	(695,148)	(695,148)	(695,148)	(695,148)	(695,148)
Premium Credits	(80,807)	(115,147)	(105,159)	(96,056)	(71,176)
Other Adjustments	32,268	(3,238)	(26,681)	-	(1,205,777)
Total	(743,687)	(813,533)	(826,988)	(791,204)	(1,972,101)
Net Raised on Tax Rate	7,019,086	9,057,029	12,122,344	13,657,093	12,402,899
Total Tax Levy	132,537,888	141,893,986	151,549,737	162,438,801	170,833,899
Net Excluded Debt as a % of the Total Tax Levy	5.3%	6.4%	8.0%	8.4%	7.3%

* Before Offsets and Adjustments

The property tax that one pays is primarily influenced by three factors: 1) Town Meeting appropriations and other amounts that the Town is required to pay, 2) the property tax allocation between commercial and residential, and 3) property values (assessments). The real estate market in Needham has remained strong compared to other 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.

Chart I

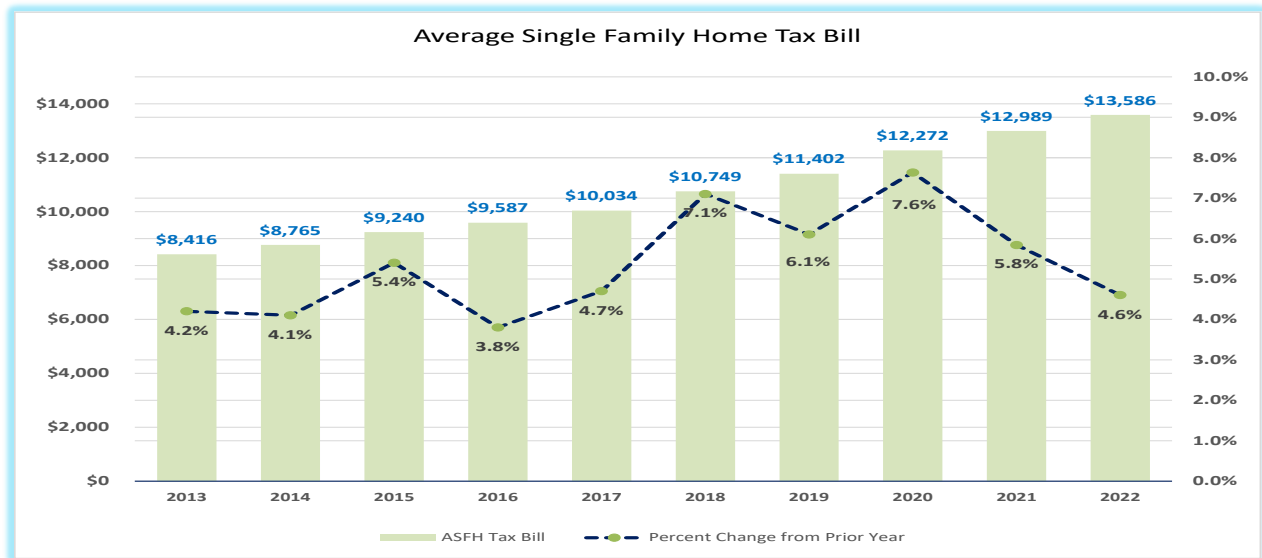


Chart II**Average Single Family Home Tax Bill
Area Communities**

Municipality	FY2022
Weston	\$22,766
Wellesley	\$16,889
Lexington	\$16,613
Belmont	\$15,568
Wayland	\$15,386
Newton	\$14,024
Needham	\$13,586
Westwood	\$12,438
Bedford	\$10,512
Milton	\$10,281
Arlington	\$9,646
Natick	\$9,157
Walpole	\$8,551
Dedham	\$7,980
Framingham	\$6,747
Norwood	\$5,952
Winchester*	
Group Average (excluding Needham)	\$12,167
State-Wide Average	\$6,622

Source: DOR

* The Average Tax Bill for the Town of Winchester was not available at the time this chart was produced.

The average single family home (ASFH) property tax bill for FY2022 in the Town of Needham was \$13,586. The chart on the previous page (Chart I) shows the ASFH tax bill for Needham and the percent change from the prior year for the period of FY2013 to FY2022. Based on the most current data from the Department of Revenue, Needham's average single family home property tax bill in the middle of 16 nearby or comparable communities (Chart II), but well over the state-wide average of \$6,622. Other than the Town of Norwood, all the communities in the group are above the state-wide average. This should not be unexpected as the values of homes in this area are much greater than in the state overall. The average tax bill of the identified communities (excluding Needham), for FY2022 was \$12,167 which is 3.6% more than the average of those communities in FY2021 (\$11,747). The average single family home tax bill in Needham for FY2022 increased by 4.6% from FY2021 (\$13,586 vs \$12,989).

State Aid

Most State aid, especially Cherry Sheet aid, is a function of the State budget. The Governor is not required to file his FY2023 state budget plan until the fourth Wednesday in January, which will be after the release and presentation of the Town Manager's Balanced Budget for FY2023. For the purposes of this estimate, we have relied upon the Lieutenant Governor's comments made during the MMA Annual Conference on Friday, January 21, 2022 that general aid will increase by 2.7%. Therefore, we have assumed a 2.7% increase over the current fiscal year in both Chapter 70 and Unrestricted General Government Aid (UGGA). We have also assumed that all the other Cherry Sheet aid programs which the Town is scheduled to receive for FY2022 will be level dollar for FY2023. 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,

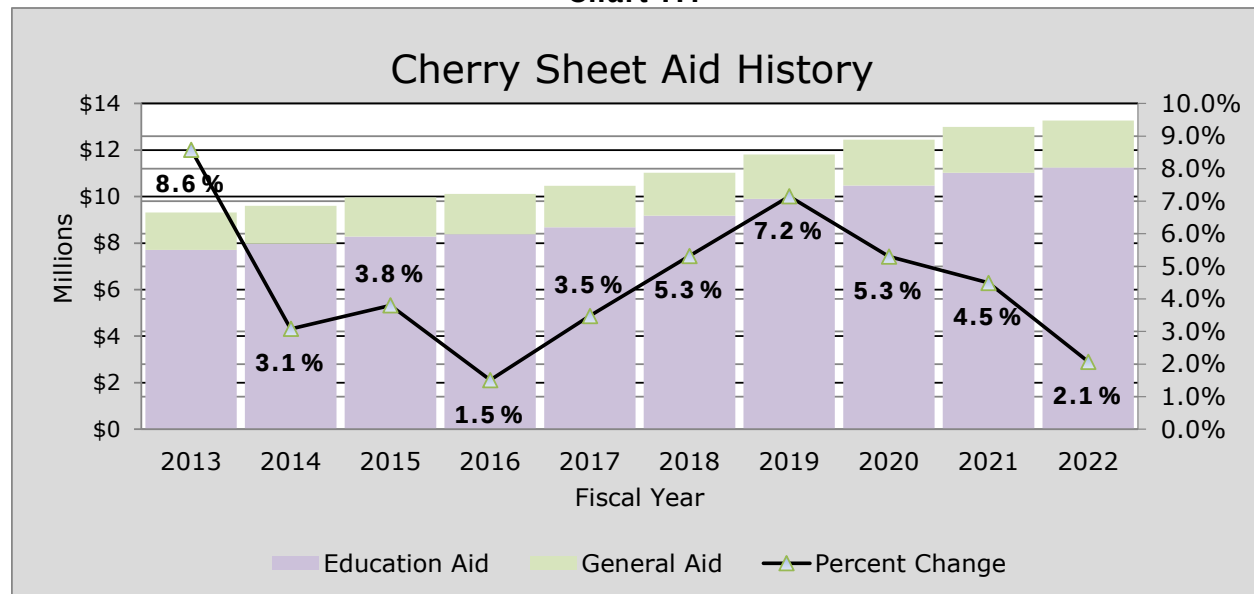
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amendments are usually made which can alter the amount of aid the Town will actually receive.

State aid (Table 2.4) represents approximately 6.5% (Table 2.8) of the total general fund before adjustments. As noted earlier, the Governor's budget plan is not expected until January 26, 2022 and unless the Governor's budget plan assumes less total aid to Needham than our estimate, any revision to revenue would be directed towards regularly recurring expenses proposed to be funded from reserves. The Governor's budget proposal is subject to review and amendment, and final figures are not expected until late spring.

State Aid Table 2.4						
Description	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Recap	FY2023 Estimate	\$ Change
Chapter 70	9,876,152	10,451,715	11,025,783	11,192,613	11,494,814	302,201
School Transportation						
Charter School Tuition	25,481	11,573	3,698	52,430	52,430	
Homeless Transportation	2,746	3,927				
State Aid for Education	9,904,379	10,467,215	11,029,481	11,245,043	11,547,244	302,201
Unrestricted General Government Aid	1,804,987	1,853,722	1,853,722	1,918,602	1,970,404	51,802
Police Career Incentive						
Veterans Benefits	16,570	21,672	15,033	13,353	13,353	
Chapter 59 Elderly Exemptions	49,759	6,709	6,526	40,102	40,102	
Public Library Aid	37,780	41,164	45,764	49,583	49,583	
State Aid for General Government	1,909,096	1,923,267	1,921,045	2,021,640	2,073,442	51,802
Total Cherry Sheet Aid	11,813,475	12,390,482	12,950,526	13,266,683	13,620,686	354,003
MSBA Payments	695,148	695,148	695,148	695,148	695,148	
Other State Payments	7,957	5,567				
Other State Aid	703,105	700,715	695,148	695,148	695,148	
Total State Aid	12,516,580	13,091,197	13,645,674	13,961,831	14,315,834	354,003

Chart III

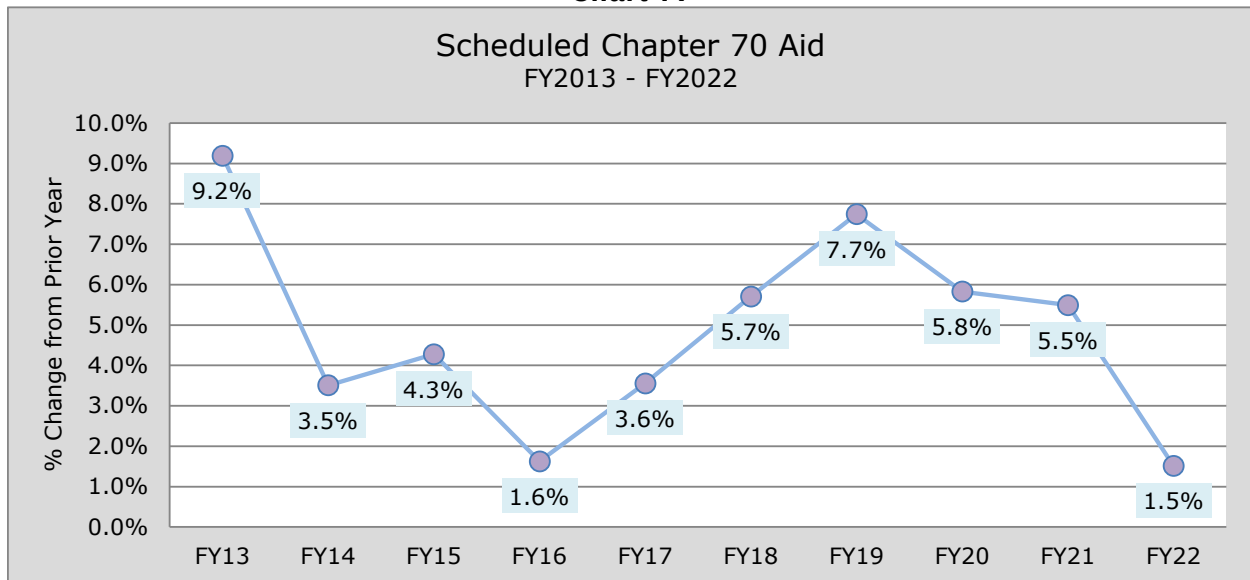


Cherry Sheet Aid

Cherry Sheet aid comes from the Commonwealth where funds are allocated either through distribution formulas or reimbursement formulas. Distribution formulas often incorporate equity factors such as property wealth, income, and effort. Reimbursement formulas provide full or partial funding for program expenditures or foregone revenues. In addition to reimbursements and distributions, there are also Cherry Sheet programs designated as Offset Items. These items are amounts that constitute categorical aid, i.e., funds that must be spent for specific programs. The funds received under programs designated as Offset Items may be spent without appropriation by the Town for the intended purpose (see Adjustments to General Fund Revenue). All other receipt items on the Cherry Sheet are considered revenues of the Town's general fund and may be spent for any purpose, subject to appropriation. Chart III (previous page) reflects the history of the total amount of Cherry Sheet aid broken out by general and education aid with the annual percentage change in the total for the years FY2013 through FY2022.

Chapter 70 aid is commonly referred to as general school aid. The State explains that Chapter 70 is a formula aid program that is based on a Foundation Budget that is calculated by the Commonwealth for each school system, which takes into account enrollment, pupil characteristics, inflation, and geographical differences in costs such as wages. The Foundation Budget is what the State has determined to be the minimum spending level for a school system. The formula takes into consideration a community's ability to pay the cost of education based on property values and income. This information is based on equalized property valuation calculated by the Massachusetts Department of Revenue every other year and income data from State tax returns. The State's goal was to ensure that a minimum of 17.5% of the calculated budget for each school system was made up of State aid. This is not 17.5% of what a community may choose to fund.

Chart IV



The Town of Needham saw an increase in Chapter 70 funding every year since FY2013. The Town received \$7,633,990 in FY2013, an increase of \$642,270 or 9.2% more than the prior year, the highest percentage increase over the ten year period. The Town received \$267,812 more in FY2014 or 3.5%, followed by a \$337,938 increase in FY2015, 4.3%, followed by \$134,050, an increase of 1.6% in FY2016. The distribution from the State in FY2017 was \$297,605 more or 3.6% over FY2016, and FY2018 was \$494,965 over FY2017, an increase

of 5.7%. The Town received \$709,792, an increase of 7.7% in FY2019, followed by a 5.8% increase or \$575,563 in FY2020, and \$574,068 more in FY2021 or 5.5%. The Town is scheduled to receive \$11,192,613 during FY2022, or \$166,830 just an increase of 1.5%. As mentioned, our \$11,494,814 estimate for FY2023 is \$302,201 higher than the current year, or a 2.7% increase. Chart IV shows the annual percent change in Chapter 70 aid from FY2013 through FY2022.

The Additional Assistance and Lottery aid programs were consolidated into a new aid category called **Unrestricted General Government Aid (UGGA)** in FY2010. The percentage of increase in the distribution has been declining for several years. The Town received \$1,804,987 in FY2019, an increase of \$61,038 or 3.5% more than the prior year; for FY2020 the Town received \$1,853,722, a 2.7% increase, and the amount was level funded at \$1,853,722 for FY2021. The Cherry Sheet for FY2022 shows the Town is to receive \$1,918,602, 3.5% more than FY2021. We have estimated \$1,970,404 for FY2023, or \$51,802 (2.7%) more than the current year.

The total for all the **other Cherry Sheet aid** programs that have been identified for Needham - charter school tuition, homeless transportation reimbursements, veterans' benefits, property tax exemption reimbursements, and aid to public libraries totaled \$132,336 for FY2019. The Town received \$85,045 in FY2020, and for FY2021 the Town received a total of \$71,021. The total of the other Cherry Sheet aid programs is \$155,468 for FY2022. We have assumed a level dollar amount for FY2023.

The Town is also expecting the 15th annual contract assistance payment for the Broadmeadow School project. The payment was decreased from \$745,381 to \$695,148 in FY2014. The decrease reflected lower interest expense the Town realized when it issued refunding bonds on the then existing Broadmeadow School project bonds. The reduction allowed the **Massachusetts School Building Authority (MSBA)** to capture its share of the lower debt costs. The MSBA will continue making payments for its share of the school project at **\$695,148** annually through FY2024, the last year of the bond. 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 (see Table 2.3.2).

Local Receipts

Our time-honored approach of conservatively estimating local receipts is based on a target range. Our goal is to have a local estimate total, by the time the tax rate is sent to the Department of Revenue (DOR) for review, which is less than 80 percent of the prior year's actual receipts excluding non-recurring revenue. The FY2021 actual receipts were lower than FY2020 receipts by \$1,468,526. The FY2021 actual receipts of \$14,589,825 included \$592,701 of receipts that are classified as nonrecurring receipts. Most of the nonrecurring receipts were a result of various refunds and rebates which totaled \$394,001. The sale of surplus equipment by the Town and the School departments generated \$108,575. The Town also received payment of \$90,125 from its solar energy producer because the company did not meet its power production guarantee. The Town recorded \$3,282 as miscellaneous receipts during FY2021. We have, however, assumed an increase in the park and recreation revenue for FY2023 with the Town Manager's funding proposal for the program counselors and program directors. The additional staffing will allow for increased capacity at the summer programs which should result in additional revenue for the Town. Taking into account these revenues, the local receipts estimate is consistent. This estimate, excluding nonrecurring revenue, is currently projected at approximately 82.4% of the 2021 actual receipts.

We prepare the projections of local receipts by comparing FY2021 estimated receipts to actual receipts; FY2021 actual receipts to FY2020 actual receipts, FY2022 estimated receipts to the

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FY2021 actual receipts and FY2022 year-to-date numbers. We also look at trend lines over three and five years. However, activity of the last 24 months weighed more heavily in our revenue assumption than the longer trend because of COVID-19. 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, the Department of Revenue may 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 FY2022 estimated receipts were revised. As the year progresses, further analysis of collections will be performed to determine if fiscal year 2022 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.

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. A tighter margin could also negatively impact the Town's credit rating, and hence increase borrowing costs for the Town and consequently higher tax bills for residents.

Local receipts represent approximately 5.3% (Table 2.8) of the total general fund before adjustments. 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 budget estimate for FY2023 of **\$11,585,000** (Table 2.5) is an increase of \$1,210,000 or 11.7% from the revised FY2022 budget of \$10,375,000. When completing the tax rate setting process, we reduced some of the estimates and increased others for the FY2022 receipts based on FY2021 results and trends. The total was within the target range for estimating.

Description	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Recap	FY2023 Estimate	\$ Change
Motor Vehicle Excise	6,138,951	5,679,213	5,129,306	4,000,000	4,400,000	400,000
Other Excise	1,901,101	1,684,874	643,481	500,000	780,000	280,000
Penalties & Interest	397,594	272,719	499,343	270,000	270,000	.
Payment in Lieu of Tax	110,088	93,000	139,204	110,000	110,000	.
Solid Waste Fee		1,108,099	1,448,570	950,000	1,200,000	250,000
Charges for Services	2,285,167	1,889,262	2,435,242	1,825,000	1,900,000	75,000
Fees	246,976	351,189	405,578	320,000	320,000	.
Rents	190,393	114,739	265,619	160,000	175,000	15,000
School Income	15,212		8,507			.
Library Department Income						.
Recreation Department Income	518,004	358,649	196,578	70,000	195,000	125,000
Other Department Income	481,601	575,385	461,491	370,000	385,000	15,000
Licenses & Permits	2,590,858	2,381,660	2,068,299	1,650,000	1,700,000	50,000
Special Assessments	1,277	914	363			.
Fines & Forfeits	205,399	234,549	60,974			.
Investment Income	979,649	834,163	228,969	150,000	150,000	.
Medicaid Reimbursement	180,672	67,188	2,319			.
Miscellaneous Income	885	7,967	3,282			.
Nonrecurring Income	282,956	404,781	592,701			.
Total	16,526,784	16,058,350	14,589,825	10,375,000	11,585,000	1,210,000

The three major sources of local receipts, which made up more than 68% of total receipts over the last four years (see Chart V), are Motor Vehicle Excise, License and Permits, and Charges for Services. Year after year motor vehicle excise tax is the major local revenue source accounting for as much as 40% of the total local receipts in a given year and the average percentage over the 2018 – 2021 time period was 36.9%. Therefore, an

overestimation of this revenue will have negative impact on the Town's financial position. All three receipt categories are influenced by the economy, locally and nationally, more so than other receipts.

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 Vehicles provides listings several times during the year with the vehicles that are registered in Needham, along with the value for each. The vehicle values are the manufacturers' list prices for vehicles in their year of manufacture. The present market value, price paid, and/or condition are not considered for excise tax purposes. The excise tax law establishes its own formula for valuation for state tax purposes whereby only the manufacturer's list price and the age of the motor vehicle are considered. In the year preceding the model year of the vehicle (i.e., 2022 vehicle purchased in 2021) the value is 50%; in the model year the value is 90%; in the second year the value is 60%; in the third year the value is 40%; in the fourth year the value is 25%; and in the fifth and succeeding years the value is 10%. 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 throughout the Commonwealth.

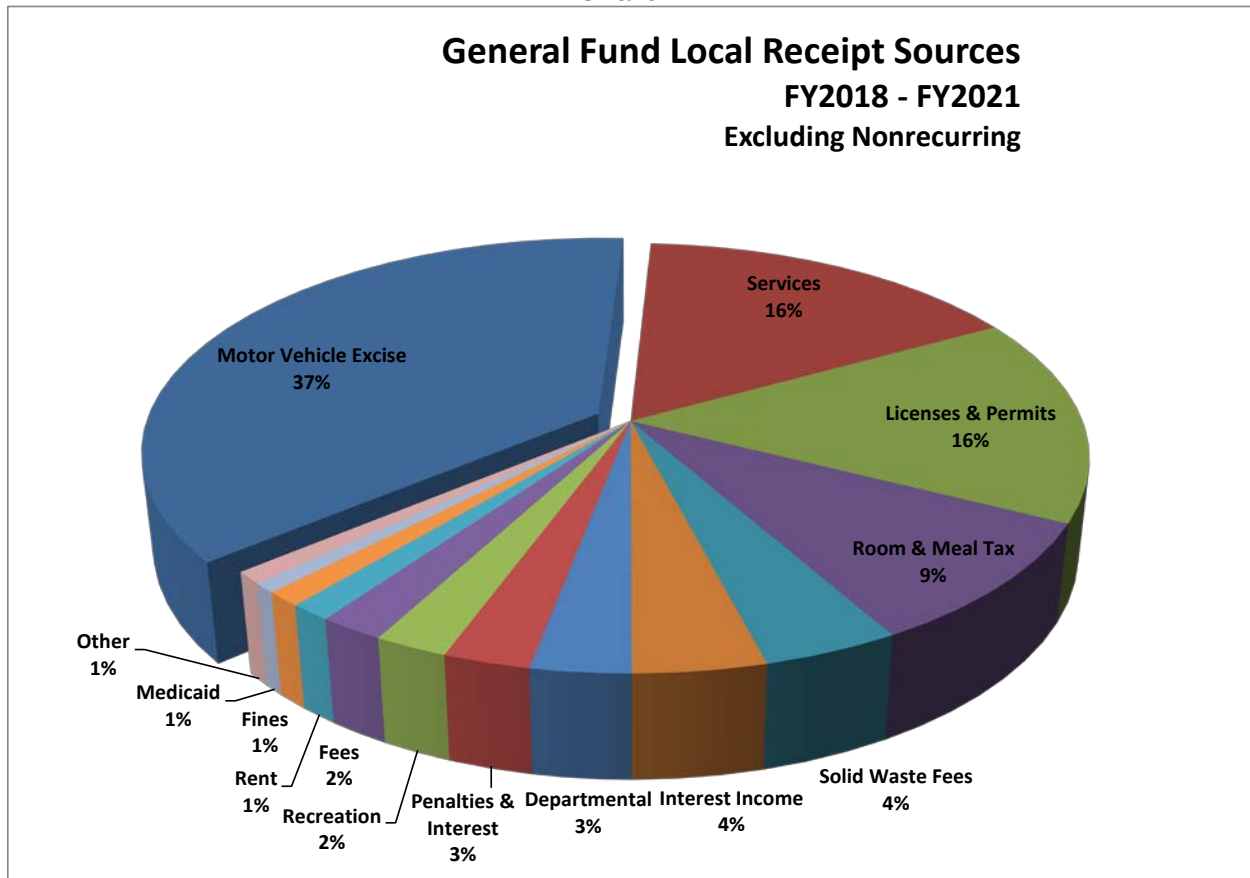
We have assumed approximately a 10% increase or \$400,000 from the FY2022 revised estimate of \$4 million. Motor vehicle excise receipts for FY2023 are projected at approximately **\$4.4 million**. This is a revenue source that we continue to monitor closely. We do not anticipate increasing this revenue estimate 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 adopted the State-allowed rate of 6% which became effective January 1, 2010. 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 during the year, which is accounted for as **Other Excise** under the local receipts group. The Town of Needham also accepted the 0.75% local option meals excise effective January 1, 2010. The local establishments report and remit the meals tax to the Department of Revenue (DOR). Collections from both the room excise and the meals excise had been positive and growing but with the advent of COVID-19, changes whether by order or personal choice, negatively impacted these revenue sources. During FY2019 the Town received \$1,901,101 which was an increase from the prior year. Revenues for FY2020 were on pace to exceed FY2019, but with the COVID-19 travel restrictions and the general slowdown in commerce, the hospitality industry saw many cancellations, fewer people were eating out at restaurants, and the closure of many establishments caused revenues to decline by 12% with FY2020 receipts of \$1,684,874. The weakening to the hospitality industry continued, which coupled with the State allowing businesses to delay the remittance of excise payments resulted in only \$643,481 in receipts for FY2021. This was more than one million less than the prior year, nearly 62% drop. We adjusted the estimate for FY2022 to \$500,000. Although there have been two major COVID variants effecting the country, and recent suggestions of yet another variant, people have begun to adapt, travel has increased and dining out continues to grow. We remain cautious but comfortable in increasing the estimate for FY2023 to **\$780,000**.

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. This is a revenue source can have major swings from year to year. The fluctuations in actual collections reflect the unpredictability of the timing of payments, particularly

settlements on deferred taxes and tax title accounts. The FY2019 actual receipts were \$397,594. The FY2020 receipts had a noticeable decline with collections of \$272,719. However, this decline was reflective of the additional time that taxpayers were given to make payment on various bills without incurring interest and/or late fees. Furthermore, there were number of late payments made after the July 1, 2020 which caused the revenue to increase to \$499,343 for FY2021, an 83% increase. The estimate for FY2022 is \$270,000 and we have kept the estimate for FY2023 level dollar at **\$270,000**.

Chart V



Payment In Lieu of Tax is a voluntary payment made by certain tax-exempt entities. The Town receives payments from BID/Needham and the Needham Housing Authority (NHA), but payment from the NHA is dependent on Federal funding. The Town and the Hospital executed a new PILOT agreement in June 2018. The Town received \$110,088 in FY2019, which declined in FY2020 to \$93,000. However, there was a delay in receiving scheduled payments during FY2020. There was a bump up in revenue for FY2021 with \$139,204. The estimate for FY2022 was revised upward to \$110,000. The **\$110,000** revenue estimate for FY2023 is the same as budgeted for FY2022. This is approximately 79% of the FY2021 receipts.

Solid Waste Fees are the charges and fees collected for the disposal of solid waste and other items. This will be the third year that this revenue is part of the General Fund. FY2020 was the first year that this revenue was part of the General Fund which generated \$1,108,099. There was a visible uptick in activity at the RTS which generated \$1,448,570 in solid waste disposal fees for FY2021. The estimate for FY2022 is \$950,000. With the continued greater volume of activity, and increased costs that must be budgeted for FY2023, we increased the

estimate by \$250,000 to **\$1,200,000** for FY2023. This represents approximately 83% of the FY2021 actual.

The category of **Charges for Services** includes charges for ambulance services, certain parking revenue, and charges by the DPW. This revenue also includes solar electric payments the Town receives from Eversource for power generated by the solar array at the former landfill. The Town received \$2,285,167 in FY2019. The impact of COVID-19 both operational and activity was noticeable with the decline in actual revenue for FY2020 of more than 17% for a total of \$1,889,262. Solar revenues remained strong and increased in ambulance runs now that the Town has two full-time units running, and the resumption of the sale of parking permits, revenue collections improved with \$2,435,242 received during FY2021. We revised the original revenue estimate for FY2022 from \$1,525,000 to \$1,825,000. The total estimated income from the various charges and solar revenue for FY2023 is **\$1,900,000**, an increase of \$75,000 over the FY2022 revised estimate. The estimate for FY2023 is approximately 78% of the FY2021 actual revenue.

The Town collects various **Fees** which include returned checks, FID cards, administrative fees for details, Registry of Motor Vehicle license and registration non-renewal releases, and parking meter receipts. The total fees collected in FY2019 was \$246,976 and increased to \$351,189 for FY2020, however this included payment of cannabis related fees of \$135,685. During FY2021 the Town received \$405,578 again benefitting from the increase in cannabis revenue with \$263,488 paid to the Town. Based on the higher revenue from cannabis, we revised the original FY2022 estimate from \$125,000 to \$320,000. The estimate for FY2023 is also **\$320,000** which is approximately 79% of the FY2021 actual.

Rental Income is collected on a lease with the Needham Golf Club. The Town has a long term lease with the Needham Golf Club (NGC) which runs for twenty years. The land which the NGC leases is considered taxable. The Town also has a rental agreement with Tesla for use of the former landfill site where the solar panels are located. The Town also collects rent on the use of Town facilities such as Powers Hall. Total rental income for FY2019 was \$190,393 which declined in FY2020 to \$114,739. This was directly related to the impact of COVID-19. A combination of cancelled events and delays in making payment. FY2021 saw total revenue of \$265,619 as the Town collected on back rent from the prior year. Rental payments are now being received timely which allowed the Town to revise its FY2022 estimate from \$100,000 to \$160,000. The estimate for FY2023 is \$15,000 more than the current year or **\$175,000** which is approximately 66% of the FY2021 actual.

School Income generated by the School Department for tuitions received began in FY2016. Most all revenue received by the School Department from its activities is accounted through revolving funds and special revenue accounts and is not available for general governmental purposes. The School Department turned in \$15,212 for FY2019, nothing in FY2020, and \$8507 for FY2021. There was no estimate for FY2022, and we assume the same for FY2023.

Library Income had been declining year over year. The last year income was reported under this line was FY2018 with \$17,002. There is no revenue estimate for FY2023.

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 FY2019 actual receipts totaled \$518,004. However, the impact of COVID-19 on recreational programs, and long delayed limited opening of the pool reduced revenues for FY2020 to \$358,649. With COVID-19 restrictions that were still in effect during FY2021, the revenue declined to \$196,578. The estimate for FY2022 was

\$70,000. As mentioned, the Town Manager's proposed budget for FY2023 includes additional program counselors and program directors. This additional staffing will allow for increased capacity at the summer programs which should result in additional revenue for the Town. Therefore the estimate for FY2023 is **\$195,000** which represents approximately 99% of the FY2021 actual.

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 total receipts for FY2019 were \$481,601, which increased to \$575,385 for FY2020. With the cancelation of some activities, longer timelines for departments to respond to requests because of the COVID-19 restrictions, revenue declined to \$461,491 during FY2021. The estimate for FY2022 is \$370,000. The estimate for FY2023 has been increased to **\$385,000**, which is approximately 83% of the FY2021 actual.

The category of **Licenses and Permits** includes licenses issued by the Select Board and Town Clerk, and permits issued by the Building, Fire, and Health Departments. Actual receipts in FY2019 were \$2,590,858. FY2020 revenue declined to \$2,381,660. This is reflective of the great variability in the permitting of projects and the timing of when construction begins. Total receipts declined during FY2021 as well with \$2,068,299, a drop of 13% from the prior year. The revised estimate for FY2022 is \$1,650,000. The estimate for FY2023 has been set at **\$1,700,000**. This estimate is approximately 82% of the FY2021 actual.

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

The category of **Fines and Forfeits** includes parking tickets, court fines, and other violations. Enforcement of parking regulations and other non-criminal infractions were limited due to concerns related to COVID-19, but resumed in 2021. There has also been a growing trend across the United States to not overtly depend on fines and forfeiture to fund governmental activities, which tend to fall more heavily on those with limited means. The Needham Public Library ended the assessment of fines for overdue returns.

Chart VI
General Fund Investment (Interest) Income

Fiscal Year	Interest	Fiscal Year	Interest	Fiscal Year	Interest
2013	\$84,803	2016	\$111,638	2019	\$979,649
2014	\$77,523	2017	\$278,831	2020	\$834,163
2015	\$101,273	2018	\$434,319	2021	\$228,969

Investment (Interest) Income has been a volatile revenue stream over time (Chart VI). Indeed, the original estimate for FY2013 of \$150,000 was dropped to \$80,000 which we believed was as low as the revenue could drop; the actual income was \$84,803. The original estimate for FY2014 was \$80,000, but given the FY2013 actual income, the estimate was revised downward to \$67,500, and as noted, actual income came in at \$77,523. In FY2015, we saw interest income increase for the first time in several years with \$101,273, and FY2016 increased to \$111,638, and more than doubled for FY2017 at \$278,831. FY2018 saw total General Fund interest earning of \$434,319. The FY2019 actual interest earnings were significantly higher with \$979,649, a level not seen since the 2000's. The actual interest

earnings in FY2020 were lower with \$834,163, and FY2021 saw a very significant decline in total receipts of \$228,969, more than a 72% drop. The decline in interest earnings was driven by the actions taken by the Federal Reserve Board to lower interest rates to near zero to stimulate the economy during the COVID-19 Pandemic. We revised the original FY2022 estimate from \$264,000 to \$150,000. The current estimate for FY2023 is the same **\$150,000** which is approximately 66% of the FY2021 actual.

Medicaid and Miscellaneous Income Medicaid reimbursement (Chart VII) has been at times, very significant revenue, but often fluctuates from year to year. In FY2013 the Town received \$203,297 in Medicaid revenue, and then saw a significant drop in FY2014 to \$73,511 – a drop of more than 63% from the prior year. Medicaid increased to \$211,056 in FY2015, but declined in FY2016 to \$176,672. Revenue in FY2017 was higher at \$194,935 and increased to \$207,679 for FY2018, but actual revenue declined in FY2019 with \$180,672. The FY2020 actual revenue dropped even more to \$67,188, and FY2021 was the lowest at \$2,319. With continued uncertainty with Federal revenue in this area, and the reliance on the guidance provided by the Department of Revenue, we made no estimate for FY2022, nor an estimate for FY2023. For recurring miscellaneous income, we have also made no estimate for FY2022 or FY2023.

Chart VII
Medicaid Reimbursements

Fiscal Year	Interest	Fiscal Year	Interest	Fiscal Year	Interest
2013	\$203,297	2016	\$176,672	2019	\$180,672
2014	\$73,511	2017	\$194,935	2020	\$67,188
2015	\$211,056	2018	\$207,679	2021	\$2,319

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. In FY2019, the Town collected \$282,956 in nonrecurring receipts. The largest receipt for that year was a rebate of \$113,549 from Public Power for prior year assessments. The sale of surplus equipment generated \$81,000 during FY2019. During FY2020, the Town reported \$404,781 in nonrecurring receipts. The largest receipt was \$203,655 from Town's insurance carrier from program and loss prevention incentives. As in recent years, the sale of surplus equipment generated the second largest amount considered nonrecurring receipts with \$111,171. The combined total of those two sources accounted for 78% of the nonrecurring revenue. The Town received \$54,480 from Eversource for energy efficiency efforts by the Town in the construction of the Sunita L Williams elementary school. The balance of the nonrecurring receipts (\$35,475) represents various refunds, recoveries, and one-time monies received by the Town during the year. FY2021 the Town reported nonrecurring receipts of \$592,701. Most of the nonrecurring receipts were a result of various refunds and rebates which totaled \$394,001. The sale of surplus equipment by the Town and the School departments generated \$108,575. The Town also received payment of \$90,125 from its solar energy producer because the company did not meet its power production guarantee. There is no estimate for miscellaneous nonrecurring receipts for fiscal 2023.

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General Fund Recurring Receipts
Table 2.6

Description	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Recap	FY2023 Estimate	\$ Change
Property Taxes	132,419,594	138,227,154	148,004,594	158,431,000	166,210,688	7,779,688
State Aid	11,813,475	12,390,482	12,950,526	13,266,683	13,620,686	354,003
Local Receipts	16,243,828	15,653,569	13,997,123	10,375,000	11,585,000	1,210,000
Total Receipts	160,476,898	166,271,206	174,952,243	182,072,683	191,416,374	9,343,691

Other Available Funds

Other available funds (\$2,032,328) represent 0.9% (Table 2.8) of the total general fund before adjustments and offsets. Projections of reserves follow past budget methodology. The uses of the funds are based on historical uses of these funds. The two available funds that have been recurring are Debt Exclusion Offsets and Overlay Surplus. Other available funds are correlated to expenses. These funds must be specifically identified by Town Meeting in the motion in order to be used.

Debt Exclusion Offset is an amount equal to the amortized value of a premium that may have been received on a debt-excluded bond or note and is spread over the life of the loan. The offset reduces the amount of the excluded debt service that is raised on the tax levy. The amount for FY2023 is \$32,328.

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. Abatement and exemption activity is tracked on a fiscal year basis, but the overlay reserve which covers those costs is held in a single account. From time to time the Board of Assessors may vote to release funds from the overlay fund, which then is considered a surplus and may be used as a funding source by Town Meeting during the year that the surplus is declared. Any funds declared as surplus and not appropriated by Town Meeting will be closed out to fund balance and will contribute to the Free Cash certified in the following fiscal year. We have planned on the use of **\$2,000,000** to fund appropriations. Per state statute, the Board of Assessors must formally vote to release any determined surplus before it is available for appropriation. The Board approved the released \$2,000,000 at the December 20, 2021 meeting

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. With the passage of the Municipal Modernization Act, parking meter receipts collected after November 7, 2016 are now considered General Funds. The Act allows the Town to reestablish the Parking Fund, but this budget plan does not contemplate such action. The residual balance is \$379,223.

Transportation Infrastructure Funds are received funds from the Commonwealth through a state assessment on transportation network companies, such as Uber and Lyft, operating in the state. Each company reports to the State the number of rides that originated in Needham and remits a per-ride assessment of \$0.20, which is credited to the State's Transportation Infrastructure Enhancement Fund of which one half of the amount is sent to the Town. The distributed funds are special revenue, which require appropriation prior to use. The funds are reserved to be appropriated by Town Meeting for expenses related to the operation of transportation network services in the town including, but not limited to, the complete streets program established in Chapter 90 and other programs that support alternative modes of transportation. The amount for FY2023 is not yet known.

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Other available funds in prior years have included items such as unexpended balances of prior warrant articles, grants, and general and dedicated reserves. There are no such funds proposed in this budget plan.

Free Cash

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, 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 has not yet been certified for FY2022, but preliminary estimates have Free Cash between \$12 and \$18 million. We have assumed **\$12,000,000** for this budget plan. Free Cash above the amount for this budget plan may be directed to larger capital projects and or reserved for future years. The \$12 million represents 5.5% of the total general fund before adjustments and offsets. This is an increase of \$473,370 from the amount that was appropriated last year. The expected higher Free Cash figure is due to several factors: spending restraints implemented during FY2020 which resulted in a greater percentage budget turnback, the dissolution of the RTS Enterprise Fund, and using less of the certified Free Cash last year (during FY2021) so that a greater amount would be rolled over to this year. At the close of FY2020, the RTS enterprise fund assets, including retained earnings were transferred into the General Fund. The Certified Free Cash in FY2021 was \$16,665,406 of which \$11,526,630 was appropriated and \$5,138,776 was closed out at the end of the year and should become part of the Free Cash that will be certified by the State this year. The Certified Free Cash in FY2020 was \$12,369,898 of which \$7,862,473 was used for FY2020 and FY2021 appropriations and the balance of \$4,507,426 was closed out at the end of the year. The certified Free Cash in FY2019 was \$10,387,871 of which \$10,337,871 was used for FY2019 and FY2020 appropriations and the balance was closed out at the end of the year. The certified Free Cash in FY2018 was \$13,518,622 of which \$13,298,378 was used for FY2018 and FY2019 appropriations and the balance was closed out at the end of the year. Table 2.7.1 shows how much Free Cash was used for the operating budget, cash capital, other financial warrant articles, reserves, or closed out.

Uses of Free Cash
Table 2.7.1

Certification Year	Budget Year Use	Free Cash	Operating Statement Maximum	Budget	Capital	FWA	Reserves	Total of Uses	Returned
FY2018	FY2019	13,518,622	2,858,833	2,506,298	9,020,289	181,000	1,590,791	13,298,378	220,244
FY2019	FY2020	10,387,871	3,027,431	2,068,301	7,418,252	684,706	166,612	10,337,871	50,000
FY2020	FY2021	12,369,898	3,217,536	3,208,040	3,939,433	715,000	-	7,862,473	4,507,426
FY2021	FY2022	16,665,406	3,527,570	3,527,570	6,246,653	1,752,407	-	11,526,630	5,138,776

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 has been used to support operating expenses. We continue to recommend that the amount of Free Cash used to fund the operating budget should not be more than 2% of the budget turn back of the prior completed fiscal year or the actual amount returned, whichever is less. We use the final adjusted operating budget to calculate the two percent figure. We define the final adjusted operating budget as the total of the Departmental budgets and Townwide expenses, except for the Reserve Fund. We do not include any transfer from the Reserve Fund line into

Fiscal Year 2023 Proposed Budget

the Departmental budgets. Any return from the Reserve Fund would not be considered part of the budget return when calculating the lesser of the two calculations: two percent of the final adjusted budget, or actual return, wherever is less. In table 2.7.2 (next page), we show what the budget returns have been in the past four years and what the two percent of the final adjusted operating budget would have been.

Operating Budget Returns
Table 2.7.2

Fiscal Year Activity	Final Budget	Returned	Adjusted Final Budget	Related Return	Percent of Budget	Reserve Fund Return	Reserve Fund Return as a % of Total Return	Two Percent of the Adjusted Final Budget
2018	153,184,148	4,450,548	151,371,548	3,615,609	2.4%	834,939	18.8%	3,027,431
2019	162,736,704	4,894,717	160,876,813	3,342,618	2.1%	1,552,099	31.7%	3,217,536
2020	178,260,006	7,634,782	176,378,506	5,783,282	3.3%	1,851,500	24.3%	3,527,570
2021	190,247,810	6,473,319	188,170,719	4,787,338	2.5%	1,685,981	26.0%	3,763,414

Two percent of the FY2021 adjusted final budget equals \$3,763,414; the actual FY2021 budget return less the Reserve Fund return was \$4,787,338 which is more than two percent (Table 2.7.2). The budget plan has **\$3,200,000** of the Free Cash being used for operating expenses. Free Cash is also proposed to be used to fund cash capital and warrant articles. Certification of Free Cash above the amount identified for use is proposed to fund capital that otherwise may require debt, provide advance funding to a Stormwater Stabilization fund, reserve for future projects, or a combination of the aforementioned. The Town has been following the recommended practice of limiting the amount of Free Cash that supports the operating budget by using the funds to pay not only for needed cash capital, but also to put aside funds for future demands that may arise unexpectedly and for various one-time financial warrant articles.

Revenue as a % of Total General Fund Revenue
Table 2.8

Description	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Recap	FY2023 Estimate
Property Taxes	75.6%	77.6%	81.1%	82.1%	81.8%
State Aid	6.7%	6.8%	6.8%	6.7%	6.5%
Local Receipts	8.8%	8.3%	7.3%	5.0%	5.3%
Other Available Funds	1.7%	2.0%	0.7%	0.6%	0.9%
Free Cash	7.1%	5.3%	3.9%	5.5%	5.5%
Total General Fund Revenue*	100.0%	100.0%	100.0%	100.0%	100.0%

*May not equal 100% due to rounding

ADJUSTMENTS TO GENERAL FUND REVENUE

While most enterprise fund expenses are accounted for in the 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 enterprise-related general fund expenditures are funded with transfers of revenue from the enterprise fund to the general fund. The amount projected for FY2023 is based on the current year and is estimated at **\$1,250,000**.

The preliminary estimate for the sewer fund reimbursement is **\$425,000**. The estimate for the water fund is **\$825,000**. Because indirect costs associated with the two funds are a factor of Town Meeting appropriations, the actual FY2023 transfers may be adjusted accordingly.

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Enterprise Reimbursements to the General Fund
Table 2.9

Description	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Recap	FY2023 Estimate	\$ Change
Solid Waste	265,250					
Sewer	471,071	472,345	465,865	507,526	425,000	(82,526)
Water	871,743	853,155	864,193	899,889	825,000	(74,889)
Total	1,608,064	1,325,500	1,330,058	1,407,415	1,250,000	(157,415)

FY2023 is the 12th operating budget that will include **CPA** supported debt service. The Town Hall financing plan calls for debt service paid by CPA funds to be \$376,650, which is a decrease of \$28,391 from FY2022. This is the fourth year that debt service related to the Rosemary Recreation Complex and Pool project comes due. The amount payable during FY2023 is \$592,982 which is a decrease of \$23,374 from FY2022. The total transfer for FY2023 is **\$969,632**, a decrease of \$51,765, or approximately 5.1%. We reflect \$969,632 as another adjustment to General Fund revenue because the CPA debt is included in the general operating budget of the Town.

OTHER RESERVES AVAILABLE FOR APPROPRIATION

The available balance in the **Stabilization Fund** as of December 31, 2021 was \$4,524,963. The Stabilization Fund may be appropriated, by a 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 an **Athletic Facility Improvement Fund** for the purpose of reserving funds for future extraordinary athletic field and artificial turf replacement and maintenance costs. The balance in the fund as of December 31, 2021 was \$976,070. The budget plan calls for an appropriation of \$33,533 to the Fund, which represents the five year average of use fees collected by Park and Recreation for this purpose.

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, 2021 was \$1,922,663. No appropriation to the Fund is planned for the 2022 Annual Town Meeting but there may be a transfer recommendation to the Fund at a Special Town Meeting.

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, 2021 was \$1,097,628. No appropriation to the Fund is planned for the 2022 Annual Town Meeting but there may be a transfer recommendation to the Fund at a Special Town Meeting related to the sale of surplus equipment during 2019, 2020, and 2021.

The Town also established a **Debt Service Stabilization Fund** for the purpose of setting aside funds to smooth out the impact of General Fund Debt Service within the levy limit that may exceed the Town's goal that only three percent of General Fund revenues be designated for debt. The balance in the fund as of December 31, 2021 was \$2,155,179. No appropriation to the Fund is planned for the 2022 Annual Town Meeting.

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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 until last year, for the Recycling Center and Transfer Station (solid waste disposal). The enterprise funds are reimbursing the general fund for their related indirect costs (e.g., enterprise employee benefits, property insurance, shared staff, etc.).

Enterprise Receipts Table 2.10						
Description	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Estimate	\$ Change
Recycling and Transfer Station	1,246,292					
Sewer Enterprise	8,881,252	9,060,044	9,521,834	8,814,188	8,476,305	(337,883)
Water Enterprise	6,741,752	6,303,298	7,452,180	6,337,945	6,674,310	336,365
Total*	16,869,296	15,363,342	16,974,014	15,152,133	15,150,615	(1,518)

* Receipts before adjustments, reimbursements, and subsidies

The combination of the Sewer and Water Enterprise funds has total receipts at \$15,150,615 for FY2023 compared to the \$15,152,133 estimate for FY2022 (Table 2.10). This represents a slight decrease of \$1,518 or approximately 0.01%. However, the MWRA sewer and water assessments have not been received, and therefore the plan level funds the assessments. Any change will be reflected by an adjustment to receipts.

Use of Enterprise Reserves and Other One-Time Funds Table 2.11						
Description	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Estimate	\$ Change
Recycling and Transfer Station	482,753					
Sewer Enterprise	2,551,111	1,631,487	918,088	365,000	901,255	536,255
Water Enterprise	3,532,048	291,500	43,002	1,370,913		(1,370,913)
Total	6,565,912	1,922,987	961,090	1,735,913	901,255	(834,658)

* Revenue before adjustments, reimbursements, and subsidies

The budget calls for the use of **\$901,255** of retained earnings in Sewer Enterprise for cash capital. There is no Water Enterprise cash capital requested for FY2023 and no use of the Water Enterprise fund retained earnings. There are some significant water projects that are planned in the coming year which maintaining the retained earnings will help finance those projects to reduce the amount of debt that would otherwise be incurred.

Transfers to the Enterprise Funds

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 employees 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 employees 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 is made from the General Fund to the Sewer Enterprise Fund Budget. The FY2023 budget recommendation is **\$587,928**, an increase of \$61,560 (11.7%) from the FY2022 funding of \$526,368. Chart VIII shows the payment made to the Sewer Enterprise Fund since FY2012.

Chart VIII
General Fund Payment

Fiscal Year	Interest	Fiscal Year	Interest	Fiscal Year	Interest
2013	\$493,932	2016	\$494,488	2019	\$504,750
2014	\$468,936	2017	\$519,846	2020	\$530,467
2015	\$463,430	2018	\$491,749	2021	\$544,698

The **Water Enterprise Fund Budget** will not require a General Fund subsidy.

ENTERPRISE FUND RETAINED EARNINGS

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

Similar to Free Cash, retained earnings are a function of the operations of the prior fiscal year and are generated by revenues collected in excess of estimates and unexpended balances of appropriations, as of June 30th. Once certified by the Massachusetts Department of Revenue, retained earnings are then available for appropriation or reserved to support the enterprise. Retained earnings for FY2022 have not been certified by the Department of Revenue as of the publication of this plan.

Table 2.12 shows the amounts which were certified as retained earnings by the Department of Revenue for the previous four complete fiscal years. The RTS retained earnings that were certified last year were closed out to the General Fund with the dissolution of the enterprise fund which contributed to the higher Free Cash certification last year. The decline in the Sewer retained earnings was due to a greater use to fund operations expenses in order to not raise rates last year. We anticipate a further decline in Sewer retained earnings. The Town's use of Water retained earnings last year was limited in order to preserve the account balance and to prepare for funding several major capital projects coming for a vote in the next three years that will rely on retained earnings in order to reduce the amount that would otherwise be financed by debt.

Certified Retained Earnings
Table 2.12

Fund	FY2018	FY2019	FY2020	FY2021	FY2022
Recycling and Transfer Station	490,750	71,727	420,749	N.A.	N.A.
Sewer Enterprise	4,500,960	3,286,421	2,097,365	1,745,424	Pending
Water Enterprise	5,368,805	3,080,815	4,134,675	4,737,743	Pending

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 FY2013 CPA surcharge revenue was 52.23%, which decreased to a 31.46% match on its FY2014 surcharge revenue, and then dropped to a 29.67% match on the FY2015 surcharge revenue that was distributed in November 2015. The state match on the FY2016 revenue was 20.6% and dropped to 17.2% on the FY2017 revenue. With a supplemental appropriation to the CPA trust fund by the Legislature for FY2018, the Town received a state match of 18.93% on the FY2018 revenue. The state match on the FY2019 revenue was approximately 14%; the Town received \$248,287 in November 2019. The State provided an additional \$244,092 as a match for the prior year, which combined with the earlier payment totaled \$592,379. The effective state match on the FY2020 revenue was 23.92%. The total received in FY2021 for FY2020 surcharges was \$754,080. The total received in FY2022 for FY2021 surcharges was \$1,112,652. The effective state match on the FY2021 revenue was 39.37%. The higher amounts received will require a supplemental appropriation to the Historic Resources and Open Space reserves. Because \$764,783 was appropriated to the Community Housing reserve or approximately 18.8% of the FY2022 revenue estimate, the Town is not required to reserve additional funds for FY2022.

We believe the distribution range in FY2023 on the FY2022 revenue will be between 20% and 40% and our revenue estimate is at the low-point. The current estimate based on FY2022 collections that will be received as **state matching funds** in FY2023 is **\$585,090** or 20%. The 2% **CPA surcharge** on FY2023 property tax bills is currently estimated at **\$3,094,000**. The total estimated receipts for FY2023 are currently at \$3,679,090.

The estimate provides for \$82,000 to be appropriated to the Community Preservation Committee's (CPC) administrative budget and \$404,700 to be credited to both the Community Housing Reserve and Open Space Reserve. The \$404,700 figure is approximately 11% of the new revenue estimate for FY2023. 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 FY2023 debt budget includes \$376,650 of debt service for the Town Hall project and \$592,982 of debt service for the Rosemary Recreation Complex. The Town Hall project was previously designated as a historic preservation project, however, because the amount to appropriate for Town Hall is \$376,650, which is less than our \$404,700 estimate to be reserved, \$28,050 will need to be reserved or appropriated from receipts for Historic Resources. The balance of the CPA revenue estimate of \$1,790,008 would be transferred to the Community Preservation Fund General Reserve for FY2023. 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.

CPA Free Cash has been certified at \$2,584,930. This balance remains available for appropriation until June 30, 2022. The FY2022 CPA General Reserve has a balance of **\$1,225,714** and the funds remain available for appropriation until June 30, 2022 as well.

Fiscal Year 2023 Proposed Budget

The CPA Free Cash and General Reserve will close out to the CPA fund balance after the end of the FY2022 and will not become available for use in FY2023 until after the CPA Free Cash is certified for the year. The Community Preservation Committee (CPC) has not yet made any funding recommendations for FY2023. The amounts currently held in the three required reserves as of December 31, 2021 are as follows:

Community Housing Reserve	\$3,236,481
Historic Resources Reserve	\$ 15,820
Open Space Reserve	\$1,661,270

Town of Needham Community Preservation Fund Revenue and Appropriations FY2023	
<u>Community Preservation Fund Revenue Estimates</u>	
Surcharge Revenue Estimate	3,094,000
State Trust Fund Distribution Estimate	585,090
Revenue Estimate	3,679,090
<u>Community Preservation Fund Appropriation Estimates without Projects</u>	
Town Hall Project Debt Service (GF Debt Budget)	376,650
Rosemary Recreation Complex Project (GF Debt Budget)	592,982
Community Preservation Committee Administrative Budget	82,000
Community Housing Reserve	404,700
Historic Resources Reserve	28,050
Open Space Reserve	404,700
Community Preservation Fund Reserve	1,790,008
Appropriation Estimates	3,679,090
<u>Reserve Balances 12/31/2021</u>	
Community Housing Reserve	3,236,481
Historic Resources Reserve	15,820
Open Space Reserve	1,661,270
FY2022 General Reserve*	1,225,714
CPA Free Cash*	2,584,930
Total Reserves	8,724,215
<u>Specific Appropriation Requests</u>	
NHA Property Existing Conditions Reports; Property Survey	62,500
NHA Pre-Development Design Costs - Linden Chambers	1,200,000
NHA Purchase of East Militia Heights Property	1,500,000
NHA Funding for Assistant Executive Director	195,000
Emery Grover Renovation	6,000,000
NHS Tennis Courts Improvements Design	50,000
Boat Launch	285,000
Walker Pond Improvements	356,000
Needham Community Farm Construction of Growing Beds	200,000
Total Project Requests	9,848,500

*This a single year reserve, any unused balance closes out June 30, 2022.

Section 3
Departmental Budget Submissions
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Townwide Expense Budget						
Townwide Budget		Auto Casualty Liability Property and Self Insurance Program (General Insurance)				
Purpose of the Budget						
The General Insurance budget provides for auto liability, general liability, property and casualty, law enforcement, public officials and school board liability, self-insurance, and deductible expenses for the Town of Needham including the Needham Public Schools. The general insurance program is overseen and managed by the Finance Department. The program is designed to reduce risk in order to protect the Town and its assets from the negative effects of unpredictable and significant claims and losses.						
Budget Activities						
The Risk Management Committee continued to promote a safe and healthy work environment, loss prevention and risk mitigation through training and best practices. The COVID-19 Pandemic impacted the operations of every department in Town. Personal injury, property and vehicles damage claims from the general public were down, this was a trend reported state-wide with more people working from home, children learning from home, businesses with limited hours or were closed, and many civic and social events and places of gather were cancelled or limited attendance. However, professional liability claims have increased, although most are withdrawn or are deemed unfounded, there is an increase to the administrative and financial cost of such claims. These types of claims also have higher deductibles which the Town has to cover. With modified work shifts in place for a majority of the fiscal year, opportunities for staff to discuss and implement risk mitigation processes were less. Employee participation in the best practices seminars increased as many programs were offered via webinar.						
The Town earned \$23,223 in rewards-earning which was a decline from past years, but was due to COVID-19 restrictions. COVID-19 reduced the amount of time that staff could devote to the loss prevention action plan and attendance at trainings due to social distancing requirements. The rewards program is designed to encourage discounts and savings on the insurance premium, by promoting workplace safety awareness and good maintenance practices.						
	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
Earned Rewards	\$30,821	\$30,568	\$29,838	\$33,817	\$33,417	\$23,223
The Town will expand its loss prevention program reach by having the Human Resources staff actively participating in the program.						
Budget Changes						
The Town is insured through the Massachusetts Inter-local Insurance Agency, which is a self-insurance pool created under Chapter 40M of the Massachusetts General Laws and is a provider of insurance exclusively to municipalities and other governmental entities in the Commonwealth. The Town has usually seen favorable rates in comparison to the overall insurance market, because of the unique nature of the insurance pool, this is still true. Premiums for fiscal year 2023 are not yet known, this information is usually received in the late spring (June). The table 1 shows the change in the July 1 billed premium for the insurance coverage provided by MIIA, and the budgetary expenditures for the immediate prior five fiscal years (2017 – 2021) and the base premium for FY2022. The actual amount paid is impacted by changes due to policy amendments, deductibles, credits, and payment discounts that may be obtained. The fluctuations in the annual premium were due to buildings coming off and new or expanded buildings being added to the policy and not due to extraordinary loss experience. The new or remodeled facilities added over the past few years include a High School expansion (2018), the Rosemary Recreational Complex						

Fiscal Year 2023 Proposed Budget

Townwide Expense Budget

Townwide Budget

Auto Casualty Liability Property and Self Insurance Program (General Insurance)

(2018), the Fuel Depot at 470 Dedham Avenue (2019), a new Memorial Park Field House (2020), the Mitchell School modular classrooms addition (2020), the Sunita Williams Elementary School (2020), the Jack Cogswell Building (2021), Communications Tower on Central Avenue (2021), and the new Fire Headquarters (2021). Fire Station #2 is scheduled to open in November of 2021 (2022) and the Police Station in late February 2022.

Year	Budget	Premium*	Change	Expenditure**	Change
FY2022	\$758,900	\$736,456	8.8%		
FY2021	\$665,795	\$677,195	16.8%	\$667,584	9.8%
FY2020	\$626,790	\$579,700	6.2%	\$608,251	-2.7%
FY2019	\$626,790	\$545,607	-3.1%	\$625,373	20.0%
FY2018	\$606,200	\$562,839	4.1%	\$521,244	-9.4%
FY2017	\$582,400	\$540,785	6.6%	\$575,336	3.8%

*Annual billed before adjustments, amendments, and credits.

**Expenditures reflective of all payments, transfers, credits, and encumbrances for the fiscal year.

The base policy is assumed to increase by 6.6% for FY2023 over the base policy for FY2022. This is reflective of the average change for FY2017 through FY2022. The base premium for FY2022 increased by 8.8% which compares to the 16.8% increase in FY2021. The policy premium includes buildings, casualty and liability, special property, and vehicle coverages. As of July 2021, the total insured value of real property exceeds \$415 million, an increase of 5.1% from the prior year. The budget request reflects the annualized cost for Fire Station #2 and the new police station. The combination of the base increase, the annualize cost for the facilities added during the past year, and coverage for the new facilities is estimated to increase the annual premium by 10.6% over FY2022.

The budget provides for the self-insurance account to pay settlements and other uninsured property losses which is level funded at \$20,000. The budget also pays administrative expenses, insurance deductibles, other small claims, uninsured losses, and other related claims and has been level funded at \$29,200. Insurance premiums relating to the two enterprise activities and actual uninsured claims paid are treated as indirect costs which are recovered from the enterprise funds and reflected in the funding sources for the general fund operating budget.

The total General Insurance program budget request is \$75,362 higher, approximately 9.9% more than the current budget of \$758,900.

Spending Request Recap

Description	Base Request	Related to DSR4	Total
Administrative, Deductibles, and Insurance Expenses	814,262		
Self-Insurance and Settlements	20,000		
Total	834,262		

V2023

Townwide Expense Budget	
Townwide Budget	Debt Service
Purpose of the Budget	
To maintain an overall capital investment plan which works within the Town's debt policies and uses modern financial tools to fund facility and infrastructure in a sustainable manner. The Debt Service budget provides the appropriation for the Town's annual principal and interest expenses associated with various capital construction projects. The projects have been funded by the issuance of notes and bonds. The Sewer and Water Enterprises pay for their related debt service from user fees and charges.	
Budget Activities	
The construction funding for a new Police and Fire Headquarters and a new Fire Station #2 in the Needham Heights was approved by Town Meeting at the October 10, 2018 session and by the voters on the November 6, 2018 state election ballot. This will be the remaining open debt excluded project with pending bond issues for FY2023. The Town has issued three bond issues related to the project as of October 2021. FY2021 was the peak year in general fund excluded debt service. The total annual excluded debt service expense for projects previously approve begins to decline with the FY2022 budget. The FY2023 total debt service will decline 5.2%; the Townwide debt service budget will decline by 2.7% from the current year. The Town approved design funding for the replacement of the Emery Grover school administration building at the October 25, 2021 Special Town Meeting. A construction authorization is anticipated for the spring of 2022. The Town is considering options to upgrade or replace the Mitchell Elementary School, the Pollard Middle School, and the public works facilities located at 470 Dedham Avenue and other locations in town. The Town sold a \$24,075,000 General Obligation bond which was approved by the Select Board in April 2021. The initial offering was for \$25,705,000 but because of the large bond premium offering by the bidder, the Town was able to reduce the size of the bond issue. The winning bidder offered a coupon rate which ranged from a low of 2.000% to a high of 5.000%, with an initial premium of \$2,561,816.35. The Town used the premium to reduce the size of the bond issue and to pay the debt issuance costs. The benefit of applying the premium towards project costs is that it lowers the amount that will need to be appropriated to pay debt in future years. The final maturity for this bond is July 2040.	
Budget Changes	
The FY2023 total debt service of \$22,058,294 is a 5.2% decrease from the current year (22,624,142). The FY2023 debt service budget, exclusive of enterprise fund debt, is \$20,198,294, a 2.7% decrease from the current year (\$20,764,142). The decrease for FY2023 is primarily due to the decline in excluded debt service and Community Preservation Act (CPA) debt. There are several additional debt issues related to the public safety building projects pending. The budget includes amounts required to pay current outstanding long term general fund debt, and new long term general fund debt issues for which authorizations were previously approved by Town Meeting. The budget also pays down certain principal amounts that come due when a bond anticipation note matures when possible. This lowers interest expense and helps to manage the Town's overall debt burden. Interest expense and other related temporary borrowing costs are also included. This budget accounts for both general fund debt service within the levy, and excluded debt, as well as debt supported by CPA funds. The General Fund debt service within the levy limit is \$5,552,406 and the excluded debt service is \$13,676,256. The CPA supported debt totals \$969,632. This request does not contain any funding for debt that may be authorized at the 2022 Annual Town Meeting or May 2022 Special Town Meeting. Debt service related to the Sewer (\$610,000) and Water (\$1,250,000) enterprise funds are contained in those budgets and are therefore not included in this budget.	

Fiscal Year 2023 Proposed Budget

Townwide Expense Budget

Townwide Budget

Debt Service

The General Fund debt service which is paid within the levy limit is appropriately 3.4% more than the current year and is keeping with the Town's policy and financing plan. The General Fund excluded debt service portion of the budget (\$13,676,256) is 4.9% less than budgeted for FY2022 (\$14,375,000), which is based on the estimated debt service to be paid during FY2023 for the public safety buildings projects. The combined total of debt within the levy limit and excluded from the levy limit is \$19,228,662 which is \$514,083 less (2.6%) than the FY2022 combined amount for those two categories of debt.

There are two projects that have been funded in part with CPA debt, the Town Hall and the Rosemary Recreational Complex (RRC). The CPA supported debt service for FY2023 is \$969,632, which is \$51,765 less than the amount for FY2022 (\$1,021,397), a decrease of appropriately 5.1%. The debt outstanding on the Town Hall will be fully repaid by FY2031 and the debt on the RRC will be paid off in FY2039.

Debt	Levy Limit	Excluded	CPA	Sewer	Water	Total
Principal Payments	\$2,428,000	\$7,207,000	\$665,000	\$495,117	\$598,974	\$11,394,091
Interest Payments	\$739,357	\$3,136,682	\$304,632	\$80,934	\$83,557	\$4,345,162
Note Paydowns and Other New Debt	\$2,300,000	\$3,200,000		\$30,000	\$530,000	\$6,060,000
Short Term and Other New Interest	\$85,049	\$132,574		\$3,949	\$37,469	\$259,041
Total	\$5,552,406	\$13,676,256	\$969,632	\$610,000	\$1,250,000	\$22,058,294

Spending Request Recap

Description	Base Request	Related to DSR4	Total
General Fund Project Debt	19,228,662		19,228,662
CPA Project Debt	969,632		969,632
Sewer Project Debt	610,000		610,000
Water Project Debt	1,250,000		1,250,000
Sub Total	22,058,294		22,058,294
Less Enterprise Fund Debt	(1,860,000)		(1,860,000)
Total	\$20,198,294		\$20,198,294

V2023

Townwide Expense Budget						
Townwide Budget		Group Insurance, Employee Benefits, and Administrative Costs				
Purpose of the Budget						
The expenses covered under this program include group insurance for active employees, 401(a) Plan deferred compensation payments, employee benefit administration costs, Medicare tax, Social Security tax, unemployment assessments, workers compensation and public safety injured on duty payments, employee assistance services, professional services, and incidental expenses						
Budget Activities						
<u>Health Insurance</u>						
This budget assumes a 5% increase in health insurance premiums for FY2023 and includes a provision for the enrollment of 20 additional employees who do not currently participate in the Town's group health program. Enrollment in the Town's group insurance program has been relatively stable over the past several years, decreasing by 0.35% over FY2022, and increasing by 2.65% since FY2018. In the current year (FY2022), there are 44 employees participating in the "opt out" program, whereby employees receive a payment for opting out of the Town's group insurance program. The chart below includes the number of active health insurance subscribers for the past five years.						
Fiscal Year	Town	% Increase over Prior Year	School	% Increase over Prior Year	Total Actives	% Increase over Prior Year
FY2018	291	1.75%	540	-0.74%	831	0.12%
FY2019	291	0.00%	540	0.00%	831	0.00%
FY2020	298	2.41%	557	3.15%	855	2.89%
FY2021	293	-1.68%	563	1.08%	856	0.12%
FY2022	288	-1.71%	565	0.36%	853	-0.35%
Total Change FY2018-FY2022		-1.03 %		4.63 %		2.65 %
Total Change FY2021-FY2022		-1.71 %		0.36 %		-0.35 %

As of November 1, 2021, there are 611 retirees electing health insurance coverage for 921 unique subscriber plans (including retiree individual, retiree family, and retiree spouse plans), along with 44 surviving spouses.

While insurance rates are projected to increase by 5%, the health insurance portion of this budget is level funded. Effective in FY2023, the Fallon HMO will no longer be available as an option, as the insurance carrier has exited the market. The West Suburban Health Group is planning to adjust rates to smooth the transition of Fallon subscribers to other plans, which should have a one-time beneficial impact on Needham's composite rates. The health insurance line is still estimated at this time, as actual health insurance rates will not be available until early CY2022.

Townwide Expense Budget			
Townwide Budget		Group Insurance, Employee Benefits, and Administrative Costs	
<u>Medicare & Social Security Tax</u> The Employee Benefits budget also funds Medicare and Social Security benefits for all Town employees, including General Government and School Department employees. The Medicare Line is increasing by 4.9%, and the Social Security line is level funded.			
<u>Unemployment</u> 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 (which includes outside employment and “second jobs”) over the previous year. This budget funds unemployment benefits for all Town employees, including General Government and School Department employees. The recommended unemployment line increased by 4% for FY2023. However, experience in unemployment payments has been highly unstable because of the COVID-19 Pandemic’s implications on the greater labor market. If the unemployment payment trend changes, additional funding for this expense will be required.			
<u>Workers Compensation and Public Safety Injury on Duty</u> This budget provides funding for costs associated with Workers Compensation for all General Government and School Department employees. The Town of Needham is self-insured for these programs. The Workers Compensation line item also includes funding for pre-employment physicals for General Government employees. The Town has accepted the provisions of M.G.L. c. 13C, which allows the Town to roll forward unused appropriations for the purpose of establishing a reserve for large claims. A request for additional funding for the Workers Compensation Reserve in the amount of \$337,000 was approved at the May 1, 2021 Special Town Meeting. The May 1, 2021 Special Town Meeting also approved the creation of a Special Injury Leave Indemnity Fund. For FY2023, funding for expenses relating to Injury on Duty benefits for public safety employees has been segregated and the requested monies would be appropriated to this fund.			
Budget Changes			
The Employee Insurance Advisory Committee has recommended that the Town remain a member of the West Suburban Health Group for the foreseeable future			
Spending Request Recap			
Description	Base Request	Related to DSR4	Total
Insurance & Benefits	\$16,511,887		\$16,511,887
Unemployment	\$115,981		\$115,981
Workers Compensation	\$710,775		\$710,775
Injury on Duty & 111F	\$151,105		\$151,105
Total	\$17,489,748		\$17,489,748
V2023			

Townwide Expense Budget									
Townwide Budget	Needham Electric Light and Gas Program								
Purpose of the Budget									
The Needham Electric Light and Gas Program budget is administered by the Finance Department, but the day-to-day activities are managed by the individual Town departments, who monitor energy usage in Town and School buildings and along the public ways, public parking lots, and outdoor facility lighting. This budget pays for the cost of electric and natural gas supply furnished by private utility companies, and the monthly fixed, transmission, and distribution charges from Eversource public utility. This budget also provides funds for the maintenance and repair of streetlights. The program also pays the costs associated with the production of electricity from solar energy that is supplied to the electric grid for which the Town receives payment from Eversource.									
Budget Activities									
The Town reviews and measures electric and natural gas use in public buildings to see how best to limit discretionary usage, and to make improvements that minimize energy use in a cost efficient manner. The Town has several new and expanded facilities which opened over the past 30 months (Sunita L Williams School, Memorial Park Field House, the Mitchell School Modular Classrooms, the Jack Cogswell Building, the Rosemary Recreation Complex, and the new Fire Headquarters), and others are scheduled to open in FY2022 (Fire Station #2 and the Police Station). The increase in size and number of facilities has and will increase the energy load required to operate the facilities. Although the facilities are expected to be more efficient in the use of power, the demands and types of systems being introduced to the buildings did not exist before or were limited (central air, elevators, technology, etc.). The Town's investment in the new streetlight fixtures continues to have a positive effect on consumption. The billed kWh for streetlights has declined from more than 840,000 kWh prior to the replacement to less than 275,000, kWh and a reduction of approximately 67% in power use. The total billed consumption (excluding sewer and water enterprise facilities) during FY2021 was 11,397,642 kWh which compares to 10,174,524 kWh for FY2020. The FY2020 usage total was revised from that which was reported last year (10,174,482). The total billed for FY2019 was 10,811,781 kWh, which was an 8.3% increase over the prior year. The billed consumption for FY2018 was 9,986,620 kWh.									
Electric Usage									
<table> <tr> <td>FY2018 Billed Usage - All Accounts Except Enterprise</td><td>9,986,620</td></tr> <tr> <td>FY2019 Billed Usage - All Accounts Except Enterprise</td><td>10,811,781</td></tr> <tr> <td>FY2020 Billed Usage - All Accounts Except Enterprise</td><td>10,174,524</td></tr> <tr> <td>FY2021 Billed Usage - All Accounts Except Enterprise</td><td>11,397,642</td></tr> </table>		FY2018 Billed Usage - All Accounts Except Enterprise	9,986,620	FY2019 Billed Usage - All Accounts Except Enterprise	10,811,781	FY2020 Billed Usage - All Accounts Except Enterprise	10,174,524	FY2021 Billed Usage - All Accounts Except Enterprise	11,397,642
FY2018 Billed Usage - All Accounts Except Enterprise	9,986,620								
FY2019 Billed Usage - All Accounts Except Enterprise	10,811,781								
FY2020 Billed Usage - All Accounts Except Enterprise	10,174,524								
FY2021 Billed Usage - All Accounts Except Enterprise	11,397,642								
The Town closed many of its public facilities in response to the COVID-19 Pandemic in March 2020, which resulted in a decline in total billed electric usage for FY2020 compared to FY2019 (10,174,524 vs 10,811,781). However, energy use increased as public facilities were reopened during FY2021, and the demand on the heating and ventilation systems grew. Electric usage increased by 12% over FY2020. Comparing FY2021 usage to FY2019, FY2021 use of 11,397,642 was 5.4% higher than the FY2019 usage of 10,811,781. The usage of natural gas continues to grow, with an increase in usage year over year. This is due in part to weather, but is also due to the conversion from oil heat to natural gas heat in some buildings over the past several years (Mitchell School, Pollard School, Public Works building), and the addition of several new and larger buildings and the expansion of existing facilities (High School									

Fiscal Year 2023 Proposed Budget

Townwide Expense Budget

Townwide Budget	Needham Electric Light and Gas Program
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and Mitchell School Modular). Natural gas usage increased by 1.4% in FY2019 (494,219 therms) over FY2018 (487,187 therms), which was followed by a 5.8% increase in FY2020 (522,716 therms) and a 27.7% increase in FY2021 (667,531 therms) over the prior years.

Natural Gas Usage

FY2018 Building Consumption	487,187
FY2019 Building Consumption	494,219
FY2020 Building Consumption	522,716
FY2021 Building Consumption	667,531

Unlike electric consumption, which declined during FY2020 compared to FY2019, there was no decline in Natural Gas consumption which is attributable to a number of new facilities that opened in FY2020, and that the building closures did not occur until the spring (March 2020) when the heating season was nearing an end. The significant increase in use during FY2021 is reflective of both a colder winter season, the opening of the New Fire Headquarters, and that the facilities which came online during FY2020 were open for all of FY2021.

Budget Changes

The budget request of \$4,121,023 is \$262,926 higher than the FY2022 budget (\$3,858,097), a 6.8% change. The primary factors which have influenced this budget submission are an increase in the assumed average rate per therm cost for natural gas, a higher consumption estimate (for existing facilities), and the addition of the new Fire Station #2 and Police Station in FY2023.

The energy line amount (\$4,006,663) is \$262,926 or 7.0% higher than the current year (\$3,743,737). The energy line represents approximately 97% of the total budget. The request includes the estimated cost for electric and natural gas services for the existing and new facilities. The energy line pays the supply charges for electric and natural gas, the regulated charges for transmission and distribution, and the payments to produce electric power from solar. The portion of this expense line that is allocated for solar production is level funded at \$440,466 for FY2023. This estimate is based on the same assumption for FY2022.

Line Item	Description	Change from FY2022	Comments	Net Change
Energy	Electricity	\$102,881	The request includes the expense for the full year for the new Fire Station #2 and the Police Station. The consumption estimates are based on the three year average use, except for facilities which have been open for less than three years. Facilities open for less than three years is based on the highest year consumption. The temporary Fire Station #2, the Police Station, and the Ridge Hill Main House and Garage were removed from the FY2023 estimate.	align="right">\$262,926
	Natural Gas	\$160,045	The request includes the expense for the full year for the new Fire Station #2 and the Police Station. The consumption estimates are based on the three year average use, except for facilities which have been open for less than three years is based on the highest year consumption. The temporary Fire Station #2 and the prior Police Station were removed from the FY2023 estimate. There is a higher per therm charge of \$1.54 vs \$1.34.	

Fiscal Year 2023 Proposed Budget

Townwide Expense Budget

Townwide Budget

Needham Electric Light and Gas Program

The electric portion of the budget is essentially three parts, School and Town buildings municipal streetlights, and other facilities. The other facilities include park and school grounds, traffic signals and highway devices, municipal parking lots, and park and recreation facilities.

In calculating the FY2023 electric budget for municipal buildings and facilities, we used the three year average consumption (FY2019 – FY2021) to develop the budget. However, accounts which have been open for less than three years the budget estimate was based on the highest year consumption. The facilities which have been open for less than three years are the new Fire Headquarters, the Jack Cogswell Building, the Memorial Park Field House, the Mitchell modular classrooms, and Sunita L Williams School. The streetlight usage was assumed 300,000 kWh. The electric use by the temporary Fire Station #2, the prior Police Station, and the Ridge Hill main house and garage were removed from the FY2023 estimate. We used the average for those accounts multiplied by an average rate of \$0.225 kWh plus the basic service fees. The requested amount is based on an average of 10,755,009 kWh, plus an allowance for the new facilities. The total amount for electric is 42,613,251, an increase of \$102,881 (4.1%). The calculations are shown at the end of this document.

The budget request for natural gas supply is \$160,045 more than the current budget, a 20.2% increase. The total request is \$952,946 which includes the full year cost for Station #2 and the new Police Station. The calculation for the current facilities was based on the three year average consumption use (FY2019 – FY2021) and for the facilities that have been open for less than three years, the estimate was based on the highest year consumption. The facilities which have been open for less than three years are the new Fire Headquarters, the Jack Cogswell Building, the Memorial Park Field House, and Sunita L Williams School. The consumption estimate was multiplied by \$1.54 per therm, which compares to the \$1.34 per term for the FY2022 budget, approximately a 14.9% increase in the rate assumption.

All Accounts Excluding Enterprise Funds	Therms	Rate	Use Charge	Average Base Charge	Total
1300 Central Ave. Claxton	2,318	\$1.540	3,569.72	\$228	\$3,798
177 Hillcrest Rd. Public Safety	1	\$1.540	1.54	\$228	\$229
178 Rosemary Street	894	\$1.540	1,376.76	\$228	\$1,605
DPW Garage 480 Dedham Ave.	2,071	\$1.540	3,189.34	\$228	\$3,417
Broadmeadow	45,718	\$1.540	70,405.72	\$228	\$70,634
DPW	24,679	\$1.540	38,005.66	\$228	\$38,234
Eliot	37,571	\$1.540	57,859.34	\$228	\$58,087
Fire Station #2 (prior)		\$1.540			
Glen Gary Apparatus Tent (closed in FY22)		\$1.540			
High Rock	26,184	\$1.540	40,323.36	\$228	\$40,552
High School	147,182	\$1.540	226,660.28	\$228	\$226,888
Jack Cogswell Building	5,440	\$1.540	8,377.60	\$228	\$8,606
Library	12,167	\$1.540	18,737.18	\$228	\$18,965
Mitchell School	51,625	\$1.540	79,502.50	\$228	\$79,731
Newman School (2)	61,479	\$1.540	94,677.66	\$456	\$95,134
Pollard	80,217	\$1.540	123,534.18	\$228	\$123,762
Police Station (prior)		\$1.540			
Center at the Heights	279	\$1.540	429.66	\$228	\$658
Town Hall	9,769	\$1.540	15,044.26	\$228	\$15,272
Memorial Park Bldg./ 92 Rosemary St.	3,728	\$1.540	5,741.12	\$228	\$5,969
Sunita William School	36,556	\$1.540	56,296.24	\$228	\$56,524
Fire Headquarters	20,807	\$1.540	32,042.78	\$228	\$32,271
Totals	568,685		\$875,775	\$4,560	\$880,336
Police Station					\$40,339
Fire Station #2					\$32,271
Totals					\$952,946

Fiscal Year 2023 Proposed Budget

Townwide Expense Budget

Townwide Budget

Needham Electric Light and Gas Program

The repairs and maintenance expense line (\$89,360) was held level for FY2023. This allowance pays for the annual maintenance and repairs costs for the Town's street and parking lot lights. The work is almost exclusively done by contracted service providers. The account also pays for expenses incurred to remove and replace a streetlight when the public utility replaces an existing pole. The line also pays for emergency response to repair or replace (depending on the amount damage) a streetlight damaged in a pole knock down.

Repairs and Maintenance Services FY2023	Estimate	Total
Street Lights and Municipal Facilities	\$47,285	
Schools and Town Buildings	\$3,780	
Light Fixtures on Pole Transfers	\$7,730	
Other Repairs and Emergency Calls	\$30,565	
		\$89,360

Professional and Technical Services (\$24,000) expense was level funded for FY2023. This allowance is to pay for outside professional consultants who assist in the preparation of the annual report, audit, and review the energy production figures for compliance with the terms of the agreement, resolution assistance in the rate that Eversource compensates the Town for provided power, energy market trends and analysis, and assistance in the procurement of energy supply.

Dues and Subscriptions (\$1,000) expense was also level funded for FY2023. This allowance is to cover membership fees the Town pays in order to participate in joint purchase group for power. The Town pays an annual fee based upon its natural gas load.

All Accounts Excluding Enterprise Funds	KWH	Rate	Use Charge	Average Base Charge	Total
Broadmeadow School	795,060	\$0.225	\$178,888.50	\$216	\$179,105
Center at the Heights	185,440	\$0.225	\$41,724.00	\$216	\$41,940
Daley	20,089	\$0.225	\$4,520.03	\$216	\$4,736
DPW 470 Dedham Ave	109,223	\$0.225	\$24,575.18	\$216	\$24,791
Eliot School	582,067	\$0.225	\$130,965.08	\$216	\$131,181
Emery Grover	93,787	\$0.225	\$21,102.08	\$216	\$21,318
Fire Headquarters	371,920	\$0.225	\$83,682.00	\$216	\$83,898
Fire Station #2 (not active)					
Glen Gary Apparatus Tent (closed in FY22)					
High Rock School (3)	544,613	\$0.225	\$122,537.93	\$648	\$123,186
High School (2)	2,692,209	\$0.225	\$605,747.03	\$432	\$606,179
Highway Lights and Signs (4)	24,281	\$0.225	\$5,463.23	\$864	\$6,327
Highway Traffic Control Accounts (38)	82,745	\$0.225	\$18,617.63	\$8,208	\$26,825
Hillside Building (3)	315,576	\$0.225	\$71,004.60	\$648	\$71,653
Jack Cogswell Building	24,784	\$0.225	\$5,576.40	\$216	\$5,792
Library	534,688	\$0.225	\$120,304.80	\$216	\$120,521
Memorial Park Building	27,240	\$0.225	\$6,129.00	\$216	\$6,345
Mitchell School (4)	354,467	\$0.225	\$79,755.08	\$864	\$80,619
Municipal Parking Lot Accounts (5)	45,671	\$0.225	\$10,275.98	\$1,080	\$11,356
Newman School	807,764	\$0.225	\$181,746.90	\$216	\$181,963
Park and Recreation Accounts (3)	38,702	\$0.225	\$8,707.95	\$648	\$9,356
Police Station (not active)					
Police Station Outdoor	1,227	\$0.225	\$276.08	\$216	\$492
Pollard School (3)	849,299	\$0.225	\$191,092.28	\$648	\$191,740
Public Safety Communication Towers (3)	19,147	\$0.225	\$4,308.08	\$648	\$4,956
Public Services Administrative Building	204,320	\$0.225	\$45,972.00	\$216	\$46,188
Recycling and Solid Waste Disposal Accounts (2)	136,383	\$0.225	\$30,686.18	\$432	\$31,118
Ridge Hill Barn	550	\$0.225	\$123.75	\$216	\$340
Ridge Hill Main House (scheduled demolition)					
Rosemary Recreation Complex	450,440	\$0.225	\$101,349.00	\$216	\$101,565
Sunita Williams School (2)	631,068	\$0.225	\$141,990.30	\$432	\$142,422
Town Fuel Island	34,913	\$0.225	\$7,855.43	\$216	\$8,071
Town Hall	441,413	\$0.225	\$99,317.93	\$216	\$99,534
Town Parks Accounts (10)	35,923	\$0.225	\$8,082.68	\$2,160	\$10,243
Town Street Lights	300,000	\$0.225	\$67,500.00		\$67,500
Totals	10,755,009		\$2,419,877.03	\$21,384	\$2,441,260
Fire Station #2 (New)					\$67,118
Police Station (New)					\$104,873
Totals					\$2,613,251

Fiscal Year 2023 Proposed Budget

Townwide Expense Budget			
Townwide Budget		Needham Electric Light and Gas Program	
<u>Spending Request Recap</u>			
Description	Base Request	Related to DSR4	Total
Program	\$4,121,023		\$4,121,023
V2023			

Fiscal Year 2023 Proposed Budget

Townwide Expense Budget			
Townwide Budget		Retiree Insurance & Insurance Liability Fund	
Purpose of the Budget			
This budget incorporates both “pay as you go” funding for the health insurance benefits of current retirees, and the normal cost of benefits for future retirees. Post-employment benefits (“OPEB”) are part of the compensation for services rendered by employees, and the Town’s obligations accrue during the course of an individual’s employment. The Town has funded its post-employment benefit obligation since FY2002, and Chapter 10 of the Acts of 2002 created a separate fund for this purpose. In FY2008, 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 increases in medical costs. Disclosure of a community’s unfunded liability is a requirement of Government Accounting Standards Board (GASB) 45, and is a factor considered by credit rating agencies. On August 1, 2013 the Town transferred its OPEB assets to the State Retiree Benefits Trust (SRBT) Fund. SRBT Funds are invested in the Pension Reserves Investment Trust (PRIT) Fund. This program allows the Town to participate in a pooled investment of over \$50 billion. Because of this asset size, management fees are lower than the Town could obtain on its own, and the Town has access to alternative investments which would not be available through a smaller investment firm, such as real estate, timber, private equities, and public securities. The value of the Town’s assets as of June 30, 2020 was \$42,740,645.			
Budget Activities			
The Retiree Insurance & Insurance Liability Fund budget is based on the most recent actuarial valuation measurement date of dated June 30, 2020 and reporting date of June 30, 2021. The plan remains on target to reach full funding in FY2041.			
Budget Changes			
As of November 1, 2021, there are 611 retirees electing health insurance coverage for 921 unique subscriber plans (including retiree individual, retiree family, and retiree spouse plans), along with 44 surviving spouses. While survivors pay 100% of the insurance premium, their participation impacts both the rates calculated for subscribers and the OPEB liability.			
In accordance with the Governmental Accounting Standards Board’s new method of measuring and reporting OPEB benefits, Standard 74 is the basis used to assess the Town’s unfunded OPEB liability. As of June 30, 2020, the Town’s net OPEB liability was \$77,023,437. This liability represents the difference between the total liability of \$119,764,082 and assets of \$42,740,645, and results in a funded ratio of 35.69%.			
The Town has been reducing the discount rate assumption steadily, from 7.75% in FY2017 to 6.75% in FY2021. A further reduction in the discount rate will be considered in future actuarial evaluations			
Spending Request Recap			
Description	Base Request	Related to DSR4	Total
Assessment	\$7,761,026		\$7,761,026
V2023			

Townwide Expense Budget			
Townwide Budget		Retirement Assessment	
Purpose of the Budget			
This line item funds pensions for contributory (MGL c. 32) retirees. 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. For year ending December 31, 2020, there were 739 active participants, 381 retirees, 36 disabled retirees, and 276 inactive participants.			
Budget Activities			
This appropriation funds both the normal cost (the cost of current employees' future pensions) as well as the System's unfunded pension liability. The system is expected to be fully funded by June 30, 2033. The unfunded liability was \$92.2 million as of January 1, 2020 and was projected to be \$92 million as of January 1, 2021. The actual unfunded liability of \$92.3 million as of January 1, 2021 was \$0.3 million higher than projected.			
Factors that impact the unfunded liability, and therefore the funding schedule, include investment gain or loss on an actuarial value basis, gain or loss due to salaries increasing or decreasing from expected, gain or loss due to pensioner mortality experience, and gain or loss due to administrative expenses different than assumed.			
During plan year ending December 31, 2020, the rate of return on the market value of assets was 11.97%. The rate of return on the actuarial value of assets (that gradually recognizes market fluctuations) was 9.11%. This resulted in an actuarial gain when compared to the assumed rate of return of 6.5%.			
The market value of assets as of December 31, 2020 was \$203.3 million-compared to the actuarial value of \$190.8 million. The actuarial value does not include a \$12.5 million unrecognized investment gain as of December 31, 2020. This gain will be recognized in the determination of actuarial value of assets over the next several years, to the extent that it is not offset by investment losses from future experience.			
The funded status of the System on an actuarial basis was 67.39% as of January 1, 2021, compared to 65.57% on January 1, 2020. The funded status of the System on a market value basis is 71.81% as of January 1, 2021, compared to 68.07% on January 1, 2020.			
Budget Changes			
The Retirement Board voted to adopt an actuarial schedule that includes reduction in the assumed rate of return (discount rate). The Retirement Board reduced the discount rate from 7.50% to 7.25% for FY2020 and 6.50% for FY2022.			
Spending Request Recap			
Description	Base Request	Related to DSR4	Total
Assessment	\$11,407,096		\$11,407,096
V2023			

Fiscal Year 2023 Proposed Budget

Townwide Expense Budget			
Townwide Budget		Classification, Performance, and Settlements	
Purpose of the Budget			
The Classification, Performance, Settlements (CPS) 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 plans.			
Budget Activities			
The CPS budget fluctuates annually depending on the number of collective bargaining agreements that have been settled for a given year. The collective bargaining agreement not already settled for FY2021 is the Needham Fire Union. Collective bargaining agreements not settled for FY2022 are the Needham Police Union and the Needham Police Superior Officers Association.			
Since FY2017, general wage increases for managers have been accounted for in the CPS budget rather than in the individual departmental budgets. The FY2023 CPS budget includes this amount, as well as an allowance for settlement of the collective bargaining agreements noted above, salary adjustments for non-union personnel, and a reserve for merit raises, bonus payments, and reclassification actions.			
Budget Changes			
The FY2022 appropriation for this line is \$858,000. To date, \$431,673 has been transferred.			
Spending Request Recap			
Description	Base Request	Related to DSR4	Total
Classification, Performance, and Settlements	\$1,332,466		\$1,332,466
V2023			

Townwide Expense Budget	
Townwide Budget	Reserve Fund
Purpose of the Budget	
The Reserve Fund is the budget line that sets aside contingency funds that can be transferred to other budget lines upon a vote of the Finance Committee to provide for extraordinary or unforeseen expenditures. The appropriation of funds for such purposes is specifically authorized under state law. M.G.L. c. 40, §6. No direct drafts may be made from the Reserve Fund. Needham Town Meeting appropriates an amount for the Reserve Fund each year as part of the annual operating budget. Any Town department may request that the Finance Committee approve a transfer from the Reserve Fund to another budget line cover a specific unforeseen or extraordinary expenditure. Town Meeting may also re-appropriate funds to different budget lines, including funds from the Reserve Fund, without the requirement that an expense be unforeseen or extraordinary. At the end of a fiscal year, any balance remaining in the Reserve Fund, as any budget line, is closed out to free cash.	
Budget Activities	
The Reserve Fund appropriation in the current FY 2022 budget, approved at the 2021 May Special Town Meeting, was \$2,077,091. As of the date of this submission, the Finance Committee has made one transfer from the FY2022 Reserve Fund in the amount of \$50,000 to provide additional funds for an unanticipated expansion of the scope of the School Master Plan. The Reserve Fund Balance was reduced to \$2,027,091. None of the funds were re-appropriated at the October 2021 Special Town Meeting. The following examples of transfers in prior years from the Reserve Fund to other budget lines help illustrate the function of the Reserve Fund: • In May of 2020, Town Meeting appropriated \$2,077,091 to the FY 2021 Reserve Fund. In December 2020, the Finance Committee voted to transfer \$12,614 to the Minuteman Assessment line to cover unanticipated technology, maintenance and PPE (personal protective equipment) expenses due to the COVID-19 pandemic. The amount represented Needham's share of these expenses since the regional school was not eligible for federal pass-through funds under the CARES Act. • Town Meeting appropriated \$1,881,500 in May 2019 to the FY 2020 Reserve Fund. In December 2019, the Finance Committee supported the Planning and Community Development Department's request for \$30,000 for technical consulting to update fiscal and traffic analyses of the Highway Commercial 1 zone and address concerns raised at the October 2019 Special Town Meeting. • At the May 2018 Annual Town Meeting, \$1,859,891 was appropriated to the FY2019 Reserve Fund line. That year, the only need for the Reserve Fund was to cover a budgetary overage in the Snow and Ice line. At the end of the fiscal year, in June 2019, the Finance Committee approved a transfer of \$307,792 to cover the outstanding Snow and Ice costs. It is helpful to note that over the past 12 years, the average annual Reserve Fund transfer needed to cover a deficit in the Snow and Ice line is over \$546,000. The various transfers for Snow and Ice deficits have ranged from zero in FY 2012 and FY 2020 to \$989,507 in FY 2011, and \$1,313,370 in FY 2015.	

Fiscal Year 2023 Proposed Budget

Townwide Expense Budget			
Townwide Budget		Reserve Fund	
The table below shows all Reserve Fund Transfers over the past four fiscal years:			
	<u>Budget Line</u>	<u>Purpose</u>	<u>Amount Transferred</u>
FY2021			
12/09/20	Minuteman Assessment	COVID-19 costs	\$12,614
06/23/21	General Insurance	Higher premiums	\$2,389
06/23/21	Snow and Ice	Winter storms	\$376,107
FY2020			
12/18/19	Planning Dept.	Technical study	\$30,000
FY2019			
06/17/19	Snow and Ice	Winter storm cleanup	\$307,792
FY2018			
06/20/18	Snow and Ice	Winter storms	\$884,863
06/20/18	Legal Department	Litigation expenses	\$45,620
Budget Changes			
The request for the FY2023 Reserve Fund is \$2,225,913. This amount was determined in accordance with the method used for projecting the Reserve Fund level for the past nine years. The FY2022 Reserve Fund request is 1.4% of the projected FY2023 operating budget after being adjusted to remove expenses that are either known or do not draw on the reserves (retirement, OPEB, debt service, and the reserve fund). The calculation starts with the adjusted FY2022 operating budget and applies an annual growth rate of 2.5% to determine a projected FY2023 budget. The FY2022 requested funding level of \$2,225,913 is anticipated to be sufficient to provide for extraordinary or unforeseen expenditures without unnecessarily cutting into other operating needs. The FY2022 request for the Reserve Fund represents a 7.2% increase over the FY2020 request of \$2,077,091. The FY2022 original request of \$2,157,493 was calculated in the same manner, but was decreased to be level-funded from FY2021 in order to help balance the budget and cover priority needs. The current request is 3.2% more than the FY2022 budget would have been using the formula.			
<u>Spending Request Recap</u>			
Description	Base Request	Related to DSR4	Total
Reserve Fund	2,225,913		2,225,913
V2023			

Fiscal Year 2023 Proposed Budget

Townwide Expenses	FY2023 DSR2 Request	FY2023 DSR4 Request	FY2023 Total Request	Total \$ Change from FY2021	Total % Change	FY2022 Budgeted	FY2021 Expenditures	FY2020 Expenditures	FY2019 Expenditures
Casualty, Liability, Property & Self-Insurance Program	834,262.00		834,262.00	75,362.00	9.9%	758,900.00	667,584.00	608,251.00	625,373.00
Debt Service	20,198,294.00		20,198,294.00	(565,848.00)	-2.7%	20,764,142.00	21,091,658.39	19,052,138.89	14,891,903.10
Group Health Insurance, Employee Benefits & Administrative Costs	16,627,868.00	809,595.00	17,437,463.00	975,404.00	5.9%	16,462,059.00	15,925,131.93	14,212,696.40	13,791,370.32
Needham Electric, Light & Gas Program	4,121,023.00		4,121,023.00	262,926.00	6.8%	3,858,097.00	3,509,568.20	3,086,933.81	3,411,453.81
Retiree Insurance & Insurance Liability Fund (OPEB)	7,761,026.00	104,310.00	7,865,336.00	439,099.00	5.9%	7,426,237.00	7,197,713.00	6,906,705.00	6,906,705.00
Retirement Assessments	11,407,096.00		11,407,096.00	989,657.00	9.5%	10,417,439.00	9,368,084.00	8,577,048.00	7,809,911.00
Workers Compensation	710,775.00	27,510.00	738,285.00	(90,446.00)	-10.9%	828,731.00	746,833.00	706,400.00	679,253.00
Injured on Duty & 111F Expenses	151,105.00		151,105.00	151,105.00					
Townwide Budgets	61,811,449.00	941,415.00	62,752,864.00	2,237,259.00	3.7%	60,515,605.00	58,506,572.52	53,150,173.10	48,115,969.23
Classification Performance & Settlements	1,332,466.00		1,332,466.00	906,139.00	212.5%	426,327.00			
Reserve Fund	2,225,913.00		2,225,913.00	148,822.00	7.2%	2,077,091.00			
Total	65,369,828.00	1,882,830.00	66,311,243.00	3,292,220.00	5.2%	63,019,023.00	58,506,572.52	53,150,173.10	48,115,969.23

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Department Information DSR1	
Department	Office of the Town Manager and Select Board
Department Mission	
The Town Manager/Select Board budget includes funding for the Select Board, the Office of the Town Manager, and the Human Resources (HR) Department. The Select Board 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, Park & Recreation, Health and Human Services, Library, and Economic Development functions. <u>Select Board</u> The Select Board 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 for Town Meeting consideration, licensing all food and liquor establishments and transportation companies, and approving certain appointments recommended by the Town Manager. <u>Office of the Town Manager</u> 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 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. The Office of the Town Manager executes the day-to-day operations and special projects associated with both the Select Board and the Town Manager. This includes the coordination of licensing and permit activities and public hearings related to liquor, public utilities, Class I and II, common victualler, outdoor dining, road events, taxi, bowling licenses, entertainment, sale of second-hand goods, lodging, automatic amusement, above ground and underground storage permits, and applications for mobile food vendors. This office also serves as a United States Passport Acceptance Facility, a rental and event planning resource for James Hugh Powers Hall, and a staff liaison for and for all Select Board appointed committees where required. The Office also provides oversight of the Town's website and official Town social media accounts. The Annual Town Report, Annual Town Meeting, and Special Town Meeting warrants are also produced from this office. The Office of the Town Manager also includes the Town's economic development and communications functions. <u>Human Resources</u> The Human Resources Department is responsible for the administration of various employee related functions surrounding the provision of services to Needham citizens. This department serves as the liaison with the Personnel Board on behalf of the Town Manager in its advisory role in such areas as full-cycle recruitment, position classification and policy administration.	

Department Information DSR1	
Department	Office of the Town Manager and Select Board
The Human Resources Department serves as the primary resource for management and employees involving a variety of matters such as, policy and collective bargaining agreement interpretation, progressive discipline processes, leave administration and employee relations concerns. The Human Resources Department also oversees the employee engagement initiative which involves creating engagement programs that are implemented Town wide. The Department is consistently looking for ways to streamline processes and deliverables, as such the Department plans to implement a new applicant tracking software system which will allow the Town to locate and hire the right talent, faster. The Human Resources department oversees the administration of group health and life insurance and other voluntary benefits such as dental and vision for all Town and School employees. The department manages various open enrollments for active employees and retirees such as Medicare and Flexible Spending, and unemployment insurances. The department also facilitates administration of the Town and School workers compensation program and public safety Injury-on-Duty/111F program.	
On the Horizon	
The key priorities for the Select Board and Town Manager in the coming year include fostering a livable community through investment in safe, well-maintained, and attractive buildings and infrastructure; encouraging economic vitality by ensuring that residents and businesses alike have access to economic opportunities and resources in Needham; continuing to develop safe, cost-effective transportation infrastructure; providing for the physical and mental well-being of residents in an environment of inclusion, diversity, and equity; continuing to ensure that Needham is a welcoming and inclusive community that promotes community safety both year-round and during emergencies; governing with a focus on responsible management of Town assets and providing excellent customer service; and acting as a responsible steward of natural resources. In FY2022, the Office of the Town Manager received a \$25,000 economic development grant from the Commonwealth of Massachusetts and was approved by the Select Board to use \$500,000 of American Rescue Plan Act funds for a variety of economic development purposes in FY2022 and FY2023. In FY2022, the HR Department, in collaboration with the IT Department, selected a vendor to provide Applicant Tracking cloud-based software, which handles posting of job openings, processes acceptance of applicant materials, assists hiring managers with the screening process, and manages candidate correspondence. This program is being managed by HR and requires costs associated with on-going maintenance, which was transferred to the HR budget from the initial startup costs from IT in FY2022. The annual cost for system maintenance in FY2023 will be \$10,000.	
Budget Statement	
The FY2023 base budget submission is 2.6% higher than the FY2022 appropriation, with a total increase of \$32,513. This total increase is comprised of a \$19,956 increase in the salary line, due to salary increases for existing personnel. The expense line shows an increase of \$12,557. The expense line increase is primarily due to increased cost in specialized recruiting efforts and human resources software maintenance. The Professional and Technical Services category request is \$8,750 higher than FY2022, which is due to a \$3,000 increase in the Human Resource Advertising account line and a \$3,000 increase in HR software maintenance. The advertising increase will allow for placing specialized job posting ads on niche sites, in addition to the typical recruitment sites. Also included in this category is a	

Department Information
DSR1

Department Office of the Town Manager and Select Board

request to fund the increased contract cost for audiovisual support in support of public events held at Town Hall.

There is a requested increase in of **\$2,060** in Travel & Mileage and related to conference-related travel for new management personnel in the Office of the Town Manager.

There is a requested increase in the Communications category of **\$1,168** primarily related to projected increased wireless costs and postage expenses in the Office of the Town Manager.

The requested increase of **\$300** in the Other Supplies and Equipment category is to account for the increased cost of Labor Law posters that the Human Resources department must post.

There is a requested increase of **\$279** in Dues & Subscriptions due to increased membership dues for Select Board members.

	Division	Description	Change from FY2021	Comments	Net Change
Professional & Technical Services	HR	Software Maintenance	\$3,000	Ongoing maintenance for applicant tracking software	\$8,750
	HR	Specialized Recruitment	\$3,000	Placing specialized job ads on a wider array of jobs sites	
	OTM	Tech Consulting	\$2,750	Increased cost	
Travel & Mileage	OTM	Conference Expense	\$2,060	New personnel	\$2,060
Communications	OTM	Wireless	\$618	New Personnel	\$1,168
	OTM	Postage	\$550	Increased cost	
Other Supplies & Equipment	HR	Legal Posters	\$300	Increased cost	\$300
Dues & Subscriptions	OSB	Memberships	\$279	Increased cost	\$279
				Total Net Change	\$12,557

Fiscal Year 2023 Proposed Budget

Department Information DSR1								
Department		Office of the Town Manager and Select Board						
Accomplishments and Activities								
Activity	FY21	FY20	FY19	FY18	FY17	FY16	FY15	FY14
Number of ATM Articles	8	33	52	53	65	52	50	46
Number of STM Articles	62	10	21	27	24	27	16	26
Number of SB Meetings	38	36	40	39	38	31	31	34
Number of New Appointments Processed	19	12	53	37	37	13	22	37
Number of Reappointments Processed	145	18	32	48	50	46	35	63
Number of Grant of Location Public Hearings	11	28	17	35	24	23	23	26
Number of Liquor Related Public Hearings	6	45	13	16	10	7	7	6
Number of Other Public Hearings Conducted	10	10	15	28	14	13	13	13
Number of Block Parties Granted	5	48	51	57	57	60	50	51
Number of Road Events Granted	6	14	13	13	17	7	16	19
Passports	FY21	FY20	FY19	FY18	FY17	FY16	FY15	FY14
Number of Passports Accepted	116	176	237	239	228	205	247	194
Revenue - Execution Charges	\$4,060	\$6,160	\$8,295	\$6,535	\$5,700	\$5,125	\$6,175	\$4,850
Powers Hall Usage	FY21	FY20	FY19	FY18	FY17	FY16	FY15	FY14
Total # Meetings/Events	5	83	92	123	107	95	65	104
Municipal Events	5	57	72	108	90	83	49	85
Public Events	0	16	20	15	17	12	16	19
Fees	\$0	\$4,917	\$9,032	\$11,286	\$9,179	\$7,871	\$11,814	\$11,224
*Powers Hall closed for events from March 2020 through June 2021								
Spending Request Recap								
Description	Base Request DSR2		Additional Request DSR4		Total (DSR2 + DSR4)			
a) Salary and Wages	1,060,329				1,060,329			
b) Expenses	205,076				205,076			
c) Capital								
d)								
e) Total DSR2 & DSR4 Request (a through d)	1,265,405				1,265,405			
V2023								

Fiscal Year 2023 Proposed Budget

Department Expenditure Detail																	
DSR2																	
Department				Office of the Town Manager and Select Board													
Object				Description						Amount							
DSR2A																	
Permanent Personnel	Last Year (FY2021)			Current Year (FY2022)			Next Year (FY2023)										
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)								
	10		10	10		10	10		10								
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count		PT Head Count							
							X										
Union Positions:		BCTIA		Fire A		Fire C		ITWA	2	NIPEA		Police		Police Superior		NA	8
1. Salary and Wage Permanent Positions.																	
a.	PRD1 Salary and Wages Base													1,017,479			
b.	PRD1 Differentials (Conditions, Requirements, Shifts)																
c.	PRD1 Education																
d.	PRD1 Extra Holiday																
e.	PRD1 Longevity													3,715			
f.	PRD1 Snow Program																
g.	PRD1 Uniform																
h.	PRD1 Other Compensation													1,500			
i.	PRD1 Budget Adjustments													3,933			
													PRD1 Sub Total	1,026,627			
j.	DSR3 Other Compensation													7,800			
													Sub Total 1	1,034,427			
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)																	
a.	Recording Secretary – Select Board													5,945			
b.	Recording Secretary – TMAC													2,050			
c.	Recording Secretary – Select Board Ad Hoc Working Groups													1,900			
d.	Town Meeting Workers													5,740			
e.	DSR3 Total																
													Sub Total 2	15,635			
3. Salary and Wage Overtime (Itemized Below)																	
a.	Scheduled Overtime (contractually obligated)													1,257			
b.	Training and Development																
c.																	
d.																	
e.	DSR3 Total																
													Sub Total 3	1,257			
4. Other Salary and Wage Expenses – (Itemized Below)																	
a.	Incentive Programs																
b.	Pay In Lieu of Accrued Leave													7,010			
c.	Program Stipend																
d.	Tuition Reimbursement													2,000			
e.	Working Out of Grade																
f.	DSR3 Other Compensation																
													Sub Total 4	9,010			

Fiscal Year 2023 Proposed Budget

Department Expenditure Detail DSR2		
Department	Office of the Town Manager and Select Board	
5. Total Salary and Wages (1+2+3+4)		1,060,329
DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x – 525x)	Repairs to office equipment and furniture	5,389
Rental & Leases (527X)		
Other Property Related Services (529x)		
Professional & Technical Services (530x – 531x)	Public Safety Recruitment Assessment Centers/HR (\$38,000) Employee Engagement Initiative Consulting/HR (\$23,000) National Citizens Survey/OTM (\$17,000) Software License & Maintenance/HR (\$13,000) AV Support for Town Hall/Comm (\$9,750) Professional Development/OTM (\$8,800) Professional Development/HR (\$4,150) Staff Training/HR (\$4,150) Consulting/OTM (\$3,000) Software Maintenance/OTM (\$1,750) Conference Registration/SB (\$1,100) Position Advertising/HR (\$11,500)	135,200
Communications (534x)	Wireless/OTM (\$4,818) Postage/Town Meeting (\$4,000) Printing/Town Meeting (\$4,000) Printing/Town Report (\$4,000) Postage/OTM (\$1,750) Postage/HR (\$1,360) Legal Notices/OTM (\$900) Printing/OTM (\$350) Printing/HR (\$350) Wireless/HR (\$324)	21,852
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)		
Office Supplies (542x)	Office Supplies/OTM (\$2,000) Office Supplies/HR (\$1,000)	3,000
Building & Equipment Supplies (543x)		
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)		
Vehicular Supplies (548x)		
Gasoline and Diesel Fuel (5481)		
Food and Service Supplies (549x)	Community Function/OTM (\$8,000) Official Functions/OTM (\$700) Official Functions/HR (\$500)	9,200
Medical Supplies (550x)		
Public Works Supplies (553x)		

Fiscal Year 2023 Proposed Budget

Department Expenditure Detail				
DSR2				
Department	Office of the Town Manager and Select Board			
Other Supplies & Equipment (558x)	Bilingual Legal Posters/HR (\$2,300)		2,600	
	Expenses/OTM (\$300)			
Governmental Charges (569x)				
Travel & Mileage (571x – 572x)	Travel MMA & MMMA/OTM (\$3,200)		12,660	
	Travel ICMA/OTM (\$6,360)			
	Travel ICMA, MMHR, NEHRA, & SHRM/HR (\$3,000)			
	Mileage/SB (\$100)			
Dues & Subscriptions (573X)	MMA, MLC, & Chamber/SB (\$9,925)		15,175	
	ICMA, MMMA, NAGC, & BBJ/OTM (\$3,850)			
	MMPA, NEHRA, SHRM, & ICMA/HR (\$1,400)			
Other Expenses (574 X – 579x)				
6. Total Expenses			205,076	
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)			1,265,405	
Does the Department depend on any Federal or State grants to provide services?	YES	☐	NO	☒
Did the Department submit any requests for FY2023 for the replacement or upgrade of technology or software to the Information Technology Center?	YES	☐	NO	☒
Did the Department submit any requests for FY2023 to the Department of Public Works/Building Maintenance division to improve or upgrade a public building or facility?	YES	☐	NO	☒
V2023				

Fiscal Year 2023 Proposed Budget

Department Personnel Supplement DSR3							
Department		Office of the Town Manager and Select Board					
	Description	Amount	Amount Reflected DSR2A Section				
			1	2	3	4	
1	Select Board	7,800	X				
2							
3							
4							
5							
6							
7							
8							
9							
10							
11							
12							
13							
14							
15							
16							
17							
18							
19							
20							
21							
22							
23							
24							
25							
I	Total	7,800	X				
Sections							
	Amount Reported Under DSR2A Section 1	7,800					
	Amount Reported Under DSR2A Section 2						
	Amount Reported Under DSR2A Section 3						
	Amount Reported Under DSR2A Section 4						
II	Total	7,800					
V2023							

Fiscal Year 2023 Proposed Budget

Select Board and Office of the Town Manager	FY2023 DSR2 Request	FY2023 DSR4 Request	FY2023 Total Request	Total \$ Change from FY2022	Total % Change	FY2022 Budgeted	FY2021 Expenditure	FY2020 Expenditures	FY2019 Expenditures
Salary & Wage Regular	1,034,427.00		1,034,427	18,504	1.8%	1,015,923	879,692.47	857,483.80	843,147.77
Salary & Wage Temporary	15,635.00		15,635	2,235	16.7%	13,400	17,616.03	5,751.70	6,122.48
Salary & Wage Overtime	1,257.00		1,257	13	1.0%	1,244	8,391.06	1,371.19	2,588.06
Salary & Wage Other	9,010.00		9,010	-796	-8.1%	9,806	32,143.89	14,340.53	5,097.45
Salary and Wage Total	1,060,329.00		1,060,329	19,956	1.9%	1,040,373	937,843.45	878,947.22	856,955.76
Energy									
Non Energy Utilities									
Repairs and Maintenance	5,389.00		5,389			5,389.00	675.00	1,441.81	6,549.43
Rental and Leases							11,807.28		
Other Property Related									
Professional & Technical	138,200.00		138,200	11,750	9.3%	126,450.00	74,208.68	52,203.22	72,696.00
Communications	21,852.00		21,852	1,168	5.6%	20,684.00	20,239.95	20,388.71	18,519.18
Recreation									
Other Purchased Services							79.00		
Energy Supplies									
Office Supplies	3,000.00		3,000			3,000.00	2,193.28	1,159.62	2,689.67
Building & Equipment Rprs/Sp									
Custodial Supplies									
Grounds Keeping Supplies									
Vehicular Supplies									
Food & Service Supplies	9,200.00		9,200			9,200.00	249.69	1,056.53	831.06
Medical Supplies									
Educational Supplies									
Public Works Supplies									
Other Supplies & Equipment	2,600.00		2,600	300	13.0%	2,300.00	6,304.17	4,396.24	11,148.48
Governmental Charges							337.50		
Travel & Mileage	12,660.00		12,660	2,060	19.4%	10,600.00	50.00	8,871.89	10,412.59
Dues & Subscriptions	15,175.00		15,175	279	1.9%	14,896.00	13,413.76	12,167.63	13,529.21
Other							200.00		
Expense	208,076.00		208,076	15,557	8.1%	192,519	129,758.31	101,685.65	136,375.62
TOTAL	1,268,405.00		1,268,405	35,513	2.9%	1,232,892	1,067,601.76	980,632.87	993,331.38

Fiscal Year 2023 Proposed Budget

Position Register Summary Description	Sch Grd	FY23 FTE	FY23 Estimate	FY23 %	FY22 FTE	FY22 Current	FY21 FTE	FY21 Final Budget
Town Manager	C	1.00	210,506		1.00	210,506	1.00	204,375
Assistant Town Manager Director of Operations	15	1.00	143,424		1.00	143,424	1.00	158,554
Director of Human Resources	14	1.00	119,712	0.0%	1.00	119,719	1.00	119,719
Support Services Manager	10	1.00	93,893	-6.1%	1.00	99,977	1.00	96,935
Assistant Director of Human Resources	10	1.00	99,977	14.8%	1.00	87,093	1.00	85,608
Administrative Specialist	15	1.00	64,818	2.9%	1.00	63,005	1.00	63,005
Benefits Administrator	6	1.00	73,632	2.7%	1.00	71,702	1.00	68,992
Economic Development Manager	9	1.00	91,514	2.1%	1.00	89,603		
Human Resources Assistant	5	1.00	66,300	3.2%	1.00	64,234	1.00	63,007
Office Assistant	12	1.00	53,703	4.0%	1.00	51,636	1.00	50,271
Longevity			3,715	10.9%		3,350		3,351
Differential								
Education								
Holiday								
Other Pay			1,500	-50.0%		3,000		7,000
Stipends								
Budget Adjustment			3,933	1.5%		3,874		3,516
Total		10.00	1,026,627	1.5%	10.00	1,011,123	9.00	924,333

Department Information DSR1	
Department	Town Clerk/Board of Registrars
Department Mission	
The Town Clerk's Office fulfills the mandates of local, state, and federal government as well as the needs of our residents and the general public. This was extremely difficult during the COVID-19 pandemic and we are hopeful that by FY 2023, there will be positive changes for this community as well as the nation. FY2022 was to be much more settled with only one Annual Town Election. However, a new member of the Select Board resigned after only 6 months of service and the Select Board has now called for a Special Election on December 7, 2021 to fill the unexpired term. With one vacancy and one out on medical leave, the Town Clerk's Office is stretched to the limit.]	
On the Horizon	
In Fiscal Year 2022, the Office of the Town Clerk/Board of Registrars had a short reprieve after the 2020 pandemic, 2020 Federal Elections and preparation for the 2020 Federal Census and the required reprecincting. The office was still in much demand from the public throughout Covid-19, the spring and fall elections and the upcoming 2020 Federal Census. The Select Board has just approved the 2020 federal census redistricting of the town's 10 precincts. While our population increased from about 28,000 in 2010 to 32,091 in 2020, our number of precincts remained at 10 and required only minor block changes to several precincts. This Office is had multiple new legislative mandates and requirements including the Public Records law which named the Town Clerk as the Chief Records Access Officer. We receive multiple public record requests daily which our FoiaDirect Public Records program submits to various departments. I must say that while I check all requests daily, the Police Department receives the most requests daily. Preservation of old town records continues. The Town Clerk applied for funding to digitize the town older marriage records (1919 – 1990) and update into a Laserfiche program which will allow u to issue certified copies in a similar manner that we do with our birth and death records through the State Department of Vital Statistics. Town Meeting approved funding for this project through the Community Preservation Committee. Once this project is in place, we hope to input those marriage records from the 1980's on. In addition, another legislative law now requires the Town Clerk to distribute biennially to all municipal employees the Open Meeting Law, Standard of Conduct, and the Conflict-of-Interest mandatory online training. This requires employees to submit acknowledgement receipts of these documents as well as proof of completion of the online training. The Town Clerk is also the Burial Agent for the Town of Needham which records and processes electronically all birth and death records of residents and those that occur to non-residents in Needham. Online, by mail and over-the counter requests keep this office hopping. The issuance of certified copies of these vital records often reaches 5,000 certificates annually. As we think back on the pandemic and the 4 elections held in 2020 between March 3, 2020 and November 3, 2020, it is amazing that so many legislative election laws and mandates were voted in by the Legislators and the havoc these new requirements created in all 351 cities and towns. To think we conducted Early Voting for the Presidential Primary, State Primary and the State Election during the pandemic, it is a wonder there were not multiple cases of Covid-19 during the multiple days of Early in-person voting for these elections. The State Election division of the Secretary of the Commonwealth mailed postcards for early voting requests to every voter in Massachusetts beginning with the September State Primary. Needham singularly processed and mailed over 15,000 Early Vote and Absentee ballots. This was time consuming as well as cost	

Department Information
DSR1

Department	Town Clerk/Board of Registrars
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prohibitive. Legislation is currently pending to expand both Early Vote in-person and by mail as well as the existing absentee ballot laws. We are currently waiting to see if these election mandates are permanently voted into law. The Town Clerk's Office purchased at discounted rates the new poll pads for use at elections. The Town now has 11 poll pads for use at each of the ten precincts for checking in voters on election day plus one additional poll pad for in-house advance processing which may or may not be permitted in 2022. Personnel costs increased substantially with required Early Voting in-person for the March 3, 2020 Presidential Primary, the State Primary in September and the State Election on November 3, 2020.

This office applied for every available grant offered and approved. We received \$1,640 for the Drop Box and Election signs, \$10,572.50 from the Center for Technology & Civic life, \$5,796.65 for Postage reimbursement for the State Election (CARE ACT), and \$3,039 for the 2020 Presidential Primary Early Voting costs due to the pandemic. Also, the Town received \$19,251.91 for state mandated election costs for at least a preliminary total of \$40,949.17.

FY2021 revenue totaled **\$237,652.55** compared with FY2020 revenue of **\$284,296.60**.
This represents a decrease of \$46,644.05 over FY2019 and a decrease of \$61,779.22.

The following are total revenues by category for Fiscal Years 2017 – 2021

Fiscal Year	2021	2020	2019	2018	2017
General Fees	\$93,933.05	\$102,239.99	\$119,895.75	\$115,000.70	\$127,835.10
Alcohol Licenses	\$53,121.00	\$106,569.61	\$94,785.10	\$96,376.07	\$92,580.00
Other Licenses	\$24,842.50	\$19,554.00	\$25,917.00	\$27,654.00	\$24,615.00
Dog Licenses	\$65,756.00	\$55,933.00	\$66,915.00	\$60,390.00	\$62,068.00
Sub Total	\$237,652.55	\$284,296.60	\$307,512.85	\$307,095.10	\$307,095.10
Accrued Interest	0	0	0	\$968.32	\$968.320
Public Record Request	0	0	0	\$137.50	\$137.50
TOTAL	\$237,652.55	\$284,296.60	\$307,512.85	\$308,200.92	\$308,200.92

It is important to note that beginning in FY2021, the revenue from the sale of Alcoholic Beverage licenses issued by the Select Board and recorded in the Town Clerk's Office will now be recorded in the Town Manager's Office under a new permitting program. Thus, revenue will be further reduced in FY2022. General fees also declined over the past couple of years mostly due the pandemic. Hopefully we will see an increase in the coming two or three years.

Budget Statement

The Town Clerk's Office continues to fulfill the mandates of local, state, and federal governments as well as the needs of the public. FY2022 had only one scheduled election. FY 2023 has three scheduled elections which accounts for most increased expenses. Unfortunately, one of the newly elected Select Board members as of April 12, 2021, resigned and a Special Town Election has been called by the remaining Select Board to fill the vacancy for the unexpired term until April 9, 2024. This unexpected local election will cost the Town approximately \$30,000.

Department Information DSR1	
Department	Town Clerk/Board of Registrars
Total salaries for FY2023 shows an increase of \$38,909 which includes the following: The increased costs of election workers for two elections of \$28,400 plus an estimated increase of \$10,509 toward the partial expense of a Part Time Department Specialist as well increases in regular and temporary department coverage, overtime, and longevity Purchase of Service & Expenses: A total increase of \$18,195 as follows: 1. 5240 Repairs & Maintenance: Increase by + \$5,365 The annual contract of \$5,000 for the NextPet dog program and the annual contract of \$395 for the Boards and Commissions program are now listed under The Town Clerk's Office. 2. 5270 Rentals & Leases: Increased by + \$2,850 This is the rental cost of the Needham Golf Club for holding the April 12, 2022 Annual Town Election for Precincts E and H. Upon completion of the Public Safety Building, the Select Board will vote to move Precincts E and H to said building 3a. 5300 – Professional & Technical: Increased by + \$2,935 This increase includes programming and printing costs for three elections as opposed to one election in FY2022. 3b. 5340 – Communication: Increased by + \$2,195 This increase includes a rate increase on postage as well as increased postage charges and warrant costs for three elections as opposed to one election in FY2022. 3c. 5345 – Printing: Decreased by - \$1,100 This is a reduction in printing costs as some of our printing we have completed in-house. 4. 5420 Office Supplies: Increased by + \$2,825 This increase includes additional costs for election supplies, voter lists for three elections as opposed to one election in FY2022 and new batteries for the 10 ImageCast Tabulators @ \$165 each as recommended by the vendor. 5. 5420 – Office Supplies: Increased by + \$200 ATHIS IS AN INCREASE OF 4200 for Office Supplies for the Town Clerk Dept. 6. 5490 - Food Supplies for Elections: Increased by + \$2,925 Total Purchase of Service and Expense: \$ 18,195	
Accomplishments and Activities	
I cannot emphasize enough the amount of work required during the pandemic and the additional election laws passed during that time. This Office worked non-stop 7 days a week for several months to comply with the new Vote-By-mail legislation and extended Early Vote In-Person. As soon as we mailed the ballots, we had to begin Early Voting in-person. Every ballot had to be recorded multiple times in VRIS. We received non-stop phone calls asking if we received their ballots, where did we mail their ballots, how soon would they get their ballots, track-my-ballot	

Department Information DSR1			
Department		Town Clerk/Board of Registrars	
doesn't it say my ballot has been accepted on the state website, etc. We hired election workers to help with the two weeks of Early Voting In-Person and the new Advance Deposit and Tabulation legislation. We could not send 15,000 ballots (or 62% of the vote) to the polls on Election Day to process. We literally sliced open over 15,000 absentee, in-person, and Early Vote-By-Mail ballots for four 7 – 8-hour days. We purchased 5 new poll pads and leased 3 to use for the first time at the 10 Precincts for the State Election. They worked very well and there were no major problems with the new technology. Over 62% of the ballots of the 23,904 registered voters while the precincts only had approximately 400 votes for a total of about 4,000 town wide. As of the end of October 2021, we are still waiting to hear what election legislation will pass for the 2022 State and Federal Elections. It makes it difficult, if not impossible, to prepare an accurate budget for FY2022.			
The Town Clerk's Office was granted a part time Department Specialist for no more than 19.5 hours per week. My goal is to have this position upgraded to a full-time position which would be the first additional fulltime staff member since the mid 1980's. With the increased legislative demands placed on the Town Clerk's Office relating to public records posting town wide meeting notices and agenda, conflict of interest online training, and the multitude of election law requirements, I believe the increase from part-time to full-time is justified.			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	\$406,546		\$406,546
b) Expenses	\$81,720		\$81,720
c) Capital	0	0	0
d)			
e) Total DSR2 & DSR4 Request (a through d)	\$488,266		\$488,266
V2023			

Fiscal Year 2023 Proposed Budget

Department Expenditure Detail DSR2																	
Department				Town Clerk/Board of Registrars													
Object				Description				Amount									
DSR2A																	
Permanent Personnel	Last Year (FY2021)			Current Year (FY2022)			Next Year (FY2023)										
	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	1	4	4	1	4	4	1	4								
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count		PT Head Count							
							X										
Union Positions:		BCTIA		Fire A		Fire C		ITWA	2	NIPEA		Police		Police Superior		NA	
1. Salary and Wage Permanent Positions.																	
a.	PRD1 Salary and Wages Base													\$304,328			
b.	PRD1 Differentials (Conditions, Requirements, Shifts)																
c.	PRD1 Education																
d.	PRD1 Extra Holiday																
e.	PRD1 Longevity													\$12,533			
f.	PRD1 Snow Program																
g.	PRD1 Uniform																
h.	PRD1 Other Compensation																
i.	PRD1 Budget Adjustments													\$1,219			
PRD1 Sub Total																	
j.	DSR3 Other Compensation																
Sub Total 1													\$318,080				
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)																	
a.	80 Election workers per election = 3 elections x \$14,200 St. Prim., St E., ATE													\$42,600			
b.	Part Time permanent Dept. Specialist II \$24,016, Temporary Department Coverage @ \$12,500 Joyce and Lorraine]													\$36,516			
c.	Annual Stipend for Board of Registrars (3 x \$636 = \$1,908)													\$1,908			
d.																	
e.	DSR3 Total																
Sub Total 2													\$81,024				
3. Salary and Wage Overtime (Itemized Below)																	
a.	Scheduled Overtime (contractually obligated)																
b.	Training and Development																
c.	Office Coverage, Town Meetings, Elections													\$6,242			
d.																	
e.	DSR3 Total																
Sub Total 3													\$6,242				
4. Other Salary and Wage Expenses – (Itemized Below)																	
a.	Incentive Programs																
b.	Pay In Lieu of Accrued Leave																
c.	Program Stipend													\$1,200			
d.	Tuition Reimbursement																
e.	Working Out of Grade																
f.	DSR3 Other Compensation																

Fiscal Year 2023 Proposed Budget

Department Expenditure Detail DSR2		
Department	Town Clerk/Board of Registrars	
	Sub Total 4	\$1,200
5. Total Salary and Wages (1+2+3+4)		\$406,546
DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x – 525x)	1 Time Clock \$250; 4 Typewriters \$500; 18 Imagecast Tabulators x \$220 = \$ 3960; 10 Poll Pad Annual \$300 x 10 = \$3000; Next Pet Dog Licensing Program \$5,000; Boards & Commissions Program L.L. Data \$395	\$13,405
Rental & Leases (527X)	Iron Mt. Storage = \$600; P. O. Box 920663 = \$200; Golf Club Lease for ATE	\$3,650
Other Property Related Services (529x)		
Professional & Technical Services (530x – 531x)	Binding Vitals (6 x \$375 = \$ 2250; Misc. Record Restoration = \$ 1,500; Programming Printing 3 Elections: ATE 4.11.23 = \$6500 + \$2700 ES&S = \$8900, St. Primary = \$2500, St. E. = \$2,500 = \$13,900; Early Vote Memory Card Rental (2 x \$275 = \$550; ICP Coding x 2 = \$2600 = \$3,150; EV Legal notices (2 x \$90 X 2 = \$ 360	\$21,160
Communications (534x)	Town Clerk Postage \$.58 x 5000 = \$2,900. Census 15,000 x \$.58 = \$8,700. Confirmation Notices 1,000 x \$.58 X 2 = \$1,160. Registrars Misc. \$275. Absentee Early Vote Ballots 1,000 for St. E. + 600 for St. P. and ATE = 2200 x \$.85 = = \$1,870. Census, sort, stuff and prepare to mail = 15,000 X \$.12 = \$1,800; Warrants x 3 elections = \$375; (5341): wireless monthly fee = Monthly Fee = 50 X 12 = \$600. (5345) Misc. T.C. Printing; Letterhead, envelopes, Security Vitals paper; A.G. By-Laws = \$3,500. Printing 2023 Street list = \$3,000;	\$29,655

Fiscal Year 2023 Proposed Budget

Department Expenditure Detail DSR2		
Department	Town Clerk/Board of Registrars	
	Misc. Printing Registrars = \$250. Census forms/dog licenses = \$1,500 + Census envelopes \$650 = \$2,150. Confirmation Notices \$1,200; Warrants (3) x \$125 = \$ 375.	
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)		
Office Supplies (542x)	Misc. Town Clerk Office Supplies \$1400. Misc. Bd of Registrars Off. Supplies \$1,000. Election Supplies (3 x \$325 = \$975). 3 Voter Lists \$150 x 3 = \$450. 10 Imagecast Tabulator batteries x \$ 165 = \$1650.	\$5,475
Building & Equipment Supplies (543x)		
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)		
Vehicular Supplies (548x)		
Gasoline and Diesel Fuel (5481)		
Food and Service Supplies (549x)	3 Elections morning break \$500 x 3 = \$1,500. Dinner \$700 x 3 = \$2,100. Coffee, muffins for Early Voting 10 + 5 days (15 x \$45 = \$675	\$4,275
Medical Supplies (550x)		
Public Works Supplies (553x)		
Other Supplies & Equipment (558x)		
Governmental Charges (569x)	Dog Tags for 2022, licenses = \$900	\$900
Travel & Mileage (571x - 572x)	Conf. in State: 3 MTCA Conferences = \$1,200. Tri county (2 dinner meetings) = \$200. Conf. Out of state: NEACTC \$350. IIMC - \$900.	\$2,650
Dues & Subscriptions (573X)	IIMC. \$220. NEACTC \$40. MTCA - \$160. Tri-County - \$30	\$450
Other Expenses (574 X - 579x)	Town Clerk Bond	\$100
6. Total Expenses		\$81,720

Fiscal Year 2023 Proposed Budget

Department Expenditure Detail				
DSR2				
Department	Town Clerk/Board of Registrars			
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)				\$488,266
Does the Department depend on any Federal or State grants to provide services?	YES	☐	NO	☒
Did the Department submit any requests for FY2023 for the replacement or upgrade of technology or software to the Information Technology Center?	YES	☐	NO	☒
Did the Department submit any requests for FY2023 to the Department of Public Works/Building Maintenance division to improve or upgrade a public building or facility?	YES	☐	NO	☒
V2023				

Fiscal Year 2023 Proposed Budget

Town Clerk	FY2023 DSR2 Request	FY2023 DSR4 Request	FY2023 Total Request	Total \$ Change from FY2022	Total % Change	Budget 2022	Expenditures 2021	Expenditures 2020	Expenditures 2019
Salary & Wage Regular	318,080.00		318,080.00	10,291		307,789.00	283,209.34	306,570.72	293,179.92
Salary & Wage Temporary	79,116.00		79,116.00	29,580		49,536.00	100,729.56	43,001.69	64,818.45
Salary & Wage Overtime	6,242.00		6,242.00			6,242.00	6,775.86	1,256.33	4,982.29
Salary & Wage Other	3,108.00		3,108.00	(962)		4,070.00	6,711.24	2,911.24	4,527.53
Salary and Wage Total	406,546.00		406,546.00	38,909	10.6%	367,637.00	397,426.00	353,739.98	367,508.19
Energy									
Non Energy Utilities									
Repairs and Maintenance	13,405.00		13,405.00	5,365		8,040.00	1,405.45	2,277.25	3,998.00
Rental and Leases	3,650.00		3,650.00	2,850		800.00	3,424.00	650.00	562.00
Other Property Related									
Professional & Technical	21,160.00		21,160.00	2,935		18,225.00	11,020.00	14,100.55	11,279.26
Communications	29,655.00		29,655.00	1,095		28,560.00	30,877.95	21,912.83	19,632.58
Recreation									
Other Purchased Services							500.00	620.00	
Energy Supplies									
Office Supplies	5,475.00		5,475.00	2,825		2,650.00	2,609.54	3,100.00	2,399.38
Building & Equipment Rprs/Sp									
Custodial Supplies									
Grounds Keeping Supplies									
Vehicular Supplies									
Food & Service Supplies	4,275.00		4,275.00	2,925		1,350.00	3,527.15	3,138.89	3,486.29
Medical Supplies									
Educational Supplies									
Public Works Supplies									
Other Supplies & Equipment							172.59	3,900.00	3,757.00
Governmental Charges	900.00		900.00	200		700.00	743.00	891.60	581.25
Travel & Mileage	2,650.00		2,650.00			2,650.00	477.87	1,091.44	1,007.47
Dues & Subscriptions	450.00		450.00			450.00	425.00	455.00	455.00
Other	100.00		100.00			100.00	100.00	100.00	100.00
Expense	81,720.00		81,720.00	18,195	28.6%	63,525.00	55,282.55	52,237.56	47,258.23
Capital Equipment									
Budget Capital									
TOTAL	488,266.00		488,266.00	57,104	13.2%	431,162.00	452,708.55	405,977.54	414,766.42

Fiscal Year 2023 Proposed Budget

Position Register Summary Description	Sch Grd	FY23 FTE	FY23 Estimate	FY23 %	FY22 FTE	FY22 Current	FY21 FTE	FY21 Final Budget
Town Clerk	E	1.00	110,634		1.00	110,634	1.00	110,634
Assistant Town Clerk	6	1.00	73,632	2.6%	1.00	71,734	1.00	71,144
Finance Assistant	I4	2.00	120,062	6.2%	2.00	113,003	2.00	110,215
Longevity			12,533	1.0%		12,404		11,611
Differential								
Education								
Extra Holiday								
Other Pay								
Stipends								
Budget Adjustment			1,219	3.0%		1,184		1,152
Total		4.00	318,080	3.0%	4.00	308,959	4.00	304,756

Fiscal Year 2023 Proposed Budget

Department Spending Request Short Form			
Budget		Legal Services	
Purpose			
The Select Board shall appoint a Town Counsel, who shall act as attorney and counsel for the Town and the various officers and boards thereof, to institute and prosecute suits in the name of the Town, to defend suits brought against the Town, and to negotiate and settle suits and claims, unless otherwise ordered by special vote of the Town. Town Counsel shall have the authority to engage the services of attorneys to assist in carrying out the duties of the office.			
Budget Statement			
In CY2020, the Select Board changed the method by which Town Counsel services are provided. The firm of Miyares & Harrington has been designated as Town Counsel, and the Town no longer employs an individual in this capacity. The budget funds Town Counsel costs and Special Counsel for activities related to subjects such as land acquisition, building projects, cable licensing, ongoing legal issues, complex licensing matters, human resources issues, contract disputes, environmental issues, title searches, Town Meeting article research, and zoning issues. The Town Counsel budget also funds other professional services such as appraisal services, stenographic services, and expert witness services. The FY2023 budget request is level-funded.			
Accomplishments and Activities			
Since the transition organic Town Counsel, contracted counsel has provided the Town expert service across a variety of routine and case-by-case subject matters through despite uniquely challenging circumstances faced during this time period.			
Description	Purpose	Amount	
Professional & Technical Services (530x - 531x)	Town Counsel and Specialty Counsel services.	329,140	
Total Request			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages			
b) Expenses	329,140		329,140
c) Total DSR2 & DSR4	329,140		329,140
V2023			

Fiscal Year 2023 Proposed Budget

Legal	FY2023 DSR2 Request	FY2023 DSR4 Request	FY2023 Total Request	Total \$ Change from FY2022	Total % Change	Budget 2022	Expenditures 2021	Expenditures 2020	Expenditures 2019
Salary & Wage Regular								73,695.00	75,140.00
Salary & Wage Temporary									
Salary & Wage Overtime									
Salary & Wage Other									
Salary and Wage Total								73,695.00	75,140.00
Energy									
Non Energy Utilities									
Repairs and Maintenance									
Rental and Leases									
Other Property Related									
Professional & Technical	329,140.00		329,140.00			329,140.00	323,729.39	217,531.94	249,596.81
Communications									
Recreation									
Other Purchased Services									
Energy Supplies									
Office Supplies									
Building & Equipment Rprs/Sp									
Custodial Supplies									
Grounds Keeping Supplies									
Vehicular Supplies									
Food & Service Supplies									
Medical Supplies									
Educational Supplies									
Public Works Supplies									
Other Supplies & Equipment									
Governmental Charges									277.00
Travel & Mileage									
Dues & Subscriptions							1,593.70	4,000.00	4,000.00
Other									
Expense	329,140.00		329,140.00			329,140.00	325,323.09	221,531.94	253,873.81
TOTAL	329,140.00		329,140.00			329,140.00	325,323.09	295,226.94	329,013.81

Department Information DSR1	
Department	Finance Department
Department Mission	
The Finance Department by its primary functions, which include accounting, assessing, budget and finance, collections, information technology services, parking appeals, procurement, risk management, and treasury; endeavors to provide professional and responsive services to the Town, its Boards, Committees, Departments, and the community at large. The Finance Department's primary goals are to ensure that the Town's financial assets are protected and managed, and information technology services are reliable, accountable, and resourceful, all while providing high quality customer service to the public and our internal customers.	
On the Horizon	
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 good business practices, have transferred work (and incurred related expenses) from other departments to the Finance Department. Indeed, the increased reliance on, and the ever-expanding dependence on 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 Town departments a means to continue to provide services with the similar staffing levels. This trend would make the elimination of technology more expensive for the Town rather than a cost savings. 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 the 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 than the previous year's appropriation, spending may exceed what is appropriated by Town Meeting. The Finance Department develops updates, explains, and puts into effect internal controls. The Assistant Town Manager/Director of Finance in conjunction with the Town Accountant, Treasurer/Collector, and others, establishes 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.	
Divisional Activities	
Accounting: At the time of the budget submission, the accounting office was fully staffed. In February 2021, we hired an employee for our vacancy that was created back in September 2020. The employee has been trained on the aspects of the job and will be cross-trained on the duties of the other staff. Cross training staff is critical so that regular activities such as payroll and accounts payable processing, and account reconciliations are done without interruption. A primary department goal is to complete reconciliations on a monthly basis so that any adjustments and corrections will be identified and done timely. The accounting staff attends the Tyler User Group conferences and webinars to keep current with the workings of the accounting system and to prepare for changes to the applications. The Town began the process of selecting a new billing and collection application in 2021. The conversion and implementation of the new system will impact the division's workload during FY2023.	

Department Information DSR1	
Department	Finance Department
Due to COVID-19, there was a decline in activity from FY2020 to FY2021. This was due primarily to remote learning by Needham students. Most school department staff worked from home during FY2021. This impacted purchasing activity by school department staff during the fiscal year with a decrease in the number of school purchase orders by 950 from FY2020. This also reduced the number of invoices processed for payment. The number of paychecks and expense reimbursements issued were also lower. The COVID-19 restrictions reduced the number of summer employees hired because of the cancellation or limitation on the number of programs. Because classes, for the most part, were not held in-person for most of the year, the number of employee expense reimbursements were down. Conversely, activity by Town Departments remains comparable to past years, with a decrease of only two purchase order requests for FY2021 compared to FY2020. We anticipate accounting and processing activity during FY2022 will be comparable to pre-COVID-19 years. FY2023 accounting work is projected to increase due to the number of Federal grants that were made available to municipalities in response to COVID-19. This will also increase the annual audit fee. Assessing: FY2023 will pose a similar challenge to the preceding year in that close watch must be kept on the still burgeoning single-family home and condo market that has, if anything, showed no signs of slowing in calendar year 2021 despite COVID-19. This upsurge in the sale prices of the single-family and condo home market appears to be driven by upwardly spiraling land values as well as a drastic increase in the cost of building materials. To some extent this seems to be affected by bidding between buyers, who are looking to buy and live in older homes, as opposed to builders, who are out to remove and replace those structures. Some builders appear to have changed their game in that they are now buying older homes to upgrade, add to and sell as what could be termed "semi-new construction." Many buyers are still seeking "refuge" in Needham from astronomically high prices elsewhere, as well as being outbid multiple times, in some neighboring towns. They see a \$750,000 "bargain" here that was \$900,000 elsewhere. Since this hypothetical property is currently assessed at \$650,000, the upward pressure on values, which must reflect the market, is inevitable. The only segment of the market that appeared to be slowing were the "First Generation" McMansions that had lost some of their resale value in recent assessing cycles. In recent months this "weakness" in the market, seemed to be abating. Last year it was still too early to have amassed enough data on land sales to ascertain whether the "Small House" zoning regulations have affected land sale prices negatively or not. It is becoming clear, based on 2019 "teardown" land sales, that the going price for land is still on the increase and builders are designing homes that comply with zoning, but are still moving on the market at very high prices. It is this sustained land sale market that is behind the across the board 10% increase in base land values across all neighborhoods in the 10,000 square foot lot zones that was reflected in the residential values. It has become more obvious over the last year that another upward adjustment to land values will be necessary, likely in FY2023, to take market affect into account. It was the surge in new construction, and the accompanying need to enter this data into the new computer-assisted mass appraisal (CAMA) system, which required an increase in professional services. This allowed the Town to rely on vendors to gather data on new construction, freeing staff from this mundane, but absolutely necessary task, and allowing them to perform more productive analytical functions. The fact that this vendor was in place prior to the onset of the current health crisis proved to be a benefit in that the technology that they employ allowed complicated properties to be measured without actually getting close to the property being measured. Freed from the task of "pulling a tape measure" the field staff was able to use their time, normally used physically inspecting properties, to gather information on interior listing from both the new, vastly improved, permitting system and online sources. Additionally, to track interior	

Department Information DSR1	
Department	Finance Department
renovations, normally updated by onsite inspections, the office innovatively shifted gears yet again by dropping letters at these sites asking owners to respond as to the progress on the projects underway. The bottom line is this effort will hopefully be a compilation of new growth. The office is currently working with both our appraisal software vendor and our data collection vendor to allow office staff to collect some of the data currently being done by the collection vendor through the use of tablets that may require a one-time upfront investment that will ultimately reduce the expenditure now going to the collection vendor by allowing the data to be both collected and entered by inhouse staff directly from the field. The residential market review for adjustment of the FY2023 values will be, for the most part accomplished in-house by inspecting all properties that changed hands during calendar year 2020 to confirm that the physical information, as well as the description of the condition of the property in our database, is up to date. As with all aspects of COVID-19 strategy, new methods for gathering this information had to be established since onsite visiting opportunities were extremely limited. The accuracy of our data on properties that changed hands during calendar year 2021 will be essential to the statistical analysis that needs to be submitted to the Department of Revenue annually. Again, the staff, both on site and working remotely, used publicly available information, in addition to close scrutiny of building permits records, to account for improvements that might warrant an increase or decrease in the current assessed value as it relates to the calendar year 2021 sale price. As noted above, collection, and system entry of this data from the field through the use of tablets will be expedited. The biggest change for the assessing function in many years that began in FY2019 and carries over into FY2023 was the stand alone use of the Tyler Technologies IASworld CAMA system for the FY2022 valuation cycle. The learning curve for the Assessing staff as well as the staffs from the Information Technology Center, Treasurer/Collector, and Accounting will no doubt remain steep over the next few years as advanced technology is implemented. Despite the use of no outside legal services during FY2022, several potentially costly appeals were settled favorably for the Town. Additionally, successful "pre-billing" valuation agreements with high end commercial/industrial taxpayers, have taken the Appellate Tax Board (ATB) appeal option off the table in advance. As of this writing the office has several outstanding commercial Appellate Tax Board cases of consequence still to be heard. Additional professional services may be required in FY2023, as a result of the value changes from the FY2020 revaluation and value adjustments from FY2020 to FY2021. The cost of these services is difficult to discern at this point due to the retirement of the previous assessor and the passing of the former Town Counsel. One of the results of the business slowdown resulting from the State's Phase 4 COVID-19 recovery plan was the seemingly endless extension of filing dates for aggrieved taxpayers at the Appellate Tax Board. This makes it difficult to know the number of cases on the horizon. As per standard practice, buyers of property will also be sent questionnaires to confirm the terms of their sale and establish whether they are in fact "arms-length" market transactions. All the information gathered will be subjected to in-depth statistical analysis by the Department of Revenue prior to certification of the FY2023 values. Previously significant cutbacks in Department of Revenue staff, brought on by the State's Early Retirement Incentive Program (ERIP) and the anticipated retirement of many of the remaining "seasoned veterans", in both the Division of Local Services and Bureau of Accounts personnel would present a challenge to the certification of tax rates in a timely manner. Obviously, this situation has been exacerbated in the current environment where State staffers are now working remotely for the foreseeable future.	

Department Information DSR1	
Department	Finance Department
As mentioned previously, 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. Although our data collection methods have of necessity changed, the purpose of these inspections remains the same. In addition to maintaining accurate data for our records, the information is integral to the calculation of New Growth for the following fiscal year. Accurate and timely compilation of New Growth is an essential part of establishing the levy for the subsequent fiscal year. The utilization of the outside vendor, as previously outlined, will allow us to keep track of this growth more efficiently. 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. The uptick in commercial activity in Needham Crossing has potential to continue its acceleration during calendar years 2022 and 2023 as planning and execution of the redevelopment of the former General Dynamics office properties into commercial, broadcast, hotel and residential is completed and potentially impressive construction by Boston Children's Hospital moves forward. The impact on overall rents in Needham Crossing due to facilities revitalization and the completion of the Highland Avenue widening and the "add a lane" project, with its Kendrick Street ramp, would likely continue to be positive over time, but COVID-19 has brought new uncertainties yet to be fully seen. The same is true of the potentially tax dollar redevelopment of the former Avery Manor. A third element of the value triad consists of business personal property. The primary job of the 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, who are required to list their assets. These forms are then reviewed by office staff and, in the case of some the more complicated returns, an outside vendor is retained, to determine the value and taxability of the listed items. The staff had previously done numerous onsite visits to many businesses during the year to verify the listings of assets submitted. After March 2020, visits were by necessity, replaced by telephone inquiries. This function of the office, although conducted almost entirely offsite, was the least affected by our "new" environment. The large amount of New Growth, bolstered in recent years by strenuous collection efforts from "High Tech" establishments in the park, are likely to be significantly enhanced by the equipment sure to be housed in the projects mentioned above if the \$20+ million-dollar boost to the personal property total from recent data storage facilities is any indication of what is to come. The aforementioned re-appraisals of Eversource Gas and Electric will also contribute to the personal property ledger as well. A sizable bump in the realm of personal property came to fruition as NBC moved equipment onto their new facility at 189 B Street. Needham Crossing projects currently on the horizon, in addition to the planned revitalization and expansion of the former Avery Manor property, bode well for the continued expansion of the personal property account inventory. Unfortunately, we have already been advised that a number of smaller accounts have become economic victims of the virus. Fortunately, the Town was not seriously affected by the economic downturn prevalent throughout the Commonwealth a decade ago and has seen an ongoing upward spiral in residential sale prices. Median residential sales prices, which began to rise dramatically in the second half of calendar 2013 have continued to increase through 2021. The sustainability of this market, where bidding wars have become the norm, into calendar 2022, is yet to be seen. In the commercial	

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realm, FY2023 may undoubtedly tell a vastly different story. FY2022 values are based on calendar year 2020 economic activity while FY2023 values will be based on calendar year 2021 activity. During 2020 some commercial landlords appear to have been cushioned by leases that obligated 2020 payments from their tenants. "Covid Concessions" reported for calendar year 2020 were far fewer than anticipated. Going forward there are sure to be necessary economic concessions they will need to make to retain those tenants over time. The effects of these possibilities are not entirely predictable at this time, but the fact that many businesses may realize that they no longer require in office staff may change the rental structure dynamic going forward. What is certain is that properties that function as service businesses like, Needham's hotels and restaurants, will require close scrutiny based on their pandemic induced reduction in income attributable to the property. Collector: The easing of COVID-19 restrictions brought a sense of normalcy back to our community, but the impact continues. The collector's staff continues to meet the service demands of the public. However, childcare, illness, and staff shortages have affected the day-to-day operations. Technology provides residents and taxpayers a way to communicate with office staff, as well as pay, many but not all, their bills online. Although this is a convenience for residents and taxpayers, it has created additional and different kinds of problems for the collector. Errors entering account information prevents a payor from accessing their account, or entering incorrect banking information result in emails and phone calls to the office for assistance. Cash and checks are still accepted, but the number of checks returned due to insufficient funds or were drawn on closed bank accounts have increased over the past year. Returned payments add to the workload of staff and requires even more time to recoup these funds. At the October 2020 Special Town Meeting the request for \$1,075,000 for the purchase of new billing and collection software solution was approved. The procurement process began in 2021 and will take 12 to 18 months to complete. This will encompass, the billing and collection of real and personal property, motor vehicle excise, water and sewer billing, and miscellaneous revenues. The new system must be able to maintain individual tax and ratepayer accounts and interface not only with the General Ledger but various other software that is used throughout the Town. The software must facilitate at a minimum the following activity: During Fiscal Year 2021, the Collector issued, 41,545 Real Estate bills including approximately 250 demand bills, 2,429 Personal Property Tax bills, 28,921 Motor Vehicle Excise Tax bills and in conjunctions with the Water and Sewer Department issued 44,079 Water and Sewer bills. Real Estate Tax: Real estate tax bills are mailed quarterly and are due August 1, November 1, February 1, and May 1. Taxpayers who have not paid their real estate bill in full after the end of the fiscal year are notified of the past due amount and if unpaid are subjected to public notice of non-payment. If the account remains unpaid for ten days following advertisement, the statutory interest rate on outstanding tax balance increases from 14% to 16%. Real estate property tax is a priority claim. Any balance remaining unpaid is recorded at the Norfolk County Registry of Deeds, or at the Land Court if the property is registered land, to secure the tax lien. Personal Property Tax: Personal property taxes are assessed to commercial property owners and is based on the "form of list" submitted by the taxpayer which provides all machinery and equipment used in the business. Personal property tax is also billed quarterly, and payments are due at the same time as real estate taxes. If a demand for payment is not received by the end of	

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the fiscal year the account is turned over to the Deputy Collector service to follow up on collection. Motor Vehicle Excise Tax: In February or March, the Registry of Motor Vehicles (RMV) sends a file of all the motor vehicle and trailers that are garaged in the Town of Needham and may be subject to excise tax. This file consists of approximately 23,000 bills and is the largest excise billing during the year. The RMV sends updates throughout the year for vehicles that are purchased during the year; Town receives as many as nine additional commitments throughout the year. The bills are due in 30 days from the date of mailing and are subject to 12% interest if not paid timely. If payment is not received a warrant is sent to the individual. Thereafter it is sent to the Deputy Collector for further action including the marking of their license and registration for non-renewal. Water and Sewer: Water and Sewer department collects the water meter data and generates the utility bills, which then are committed to the Treasurer/Collector's office for collection. Once generated, the collector's staff updates the information to our current revenue software (Central Square), the bills are produced, and the file is sent to our printing and mailing service. Each residential property is billed four times a year, but the bills are produced based on specific cycles and routes. So approximately one third of the quarterly bills are produced monthly. Commercial properties are billed monthly. If unpaid after 30 days, the bill is subject to a demand notice, and interest is charged at the rate of 14% per annum. After notification that the amount may be liened against the related real estate parcel as of December 15, the charges become a lien with the accrued interest and fees. The unpaid amount is transferred to the real estate account associated with the property. In the normal course of business, the collector's staff also assists with and plays a key role in the billing and collection of Miscellaneous billing such as Police detains, Fire details, RTS fees, Water Service fees and any other billing that may incur including school out of district billings. At the end of each day each member of the staff must reconcile all payments received, prepare the deposit for the bank, and turn all paperwork over to the assistant collector for compilation and submission to accounting. We remain sensitive to the needs of the public especially during these times not only the drastic fall of interest rates, but job loss has had a serious impact 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 taxpayer's circumstances while complying with state statute and maintaining timely collections. The threat of Cybercrime has not subsided, and it is still one of the most prolific of technology related crimes. We continue to enhance security related to our virus protection and monitoring of bank accounts designating certain bank accounts as credit only accounts. We have been fortunate in that we have not fallen victim to any of these breaches but it very important that we remain diligent. The Collector and Assistant Collector are required to obtain a fidelity bond with a surety from a surety company authorized to conduct business within the Commonwealth. The Bond protects the Town not the Collector. The collector is liable for any breach of trust. If they are found liable for any loss, the surety company will look to the Collector and their personal assets for reimbursement. It is therefore incumbent upon the Collector and the Treasurer to pursue all outstanding accounts to secure these amounts owing the Town.	

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Information Technology Center (ITC): Throughout FY2021, ITC continued its support of the Town's technology hardware, software, services, and systems. During FY2021 COVID-19 and the closing and limitations of access to Town buildings continued to offer challenges to the ITC staff. The ITC staff supported as many services as possible by working out processes to help the departments continue their work. Since the start of fiscal year, a continuation from when the COVID-19 shutdown began, ITC worked to provide hardware for employees who had limited access to hardware was a challenge. ITC gathered laptops and some chrome books which were underused from the various Town buildings to supply Town employees with needed hardware. ITC staff also needed to procure additional hardware during the first half of the fiscal year. These purchases helped to alleviate some of the hardware shortages. The Information Technology Center also needed to purchase additional software licensing for Town staff to remotely access the applications for day to day work. There were many challenges that had to be overcome to assist Town employees remotely when they had hardware and application issues. However, as employees became familiar with the benefits of remote support software which allows ITC staff direct access to the employees technology equipment, the number of work interruptions declined. In continued response to remote access for committees, commissions, and boards the Information Technology Center was able to help other departments take on the responsibility of running remote meetings. This helped to expand the number of committees, commissions, and boards which could hold remote meetings. Information Technology Center staff also worked during the latter part of the fiscal year to come up with plans to address the need for hybrid meetings in multiple locations across Town municipal buildings. These plans will be implemented in the fall and expanded as hardware becomes available. The Information Technology Center continues to upload meetings to the Town's YouTube channel where since its inception almost 800 meetings and informational videos have been uploaded. Another struggle for the Information Technology Center was that in the latter half of the fiscal year, a long term ITC employee retired, and a second ITC employee resigned. This put a tremendous amount of burden on the Director as well as the Network Manager for the daily support of the 450 plus or minus Town employees. This continued to be an issue into the new fiscal year. The Information Technology Center worked with multiple Town Departments to advance and support more online applications which gave the departments greater flexibility and added efficiency. A major project which carried through all of FY2021 and into FY2022 was online permitting. The Town acquired and implemented OpenGov Viewpoint Cloud software to provide online permitting options for residents and businesses. This continues to successfully manage the creation and workflow of permits online for the Building Department, Department of Public Works, Health and Human Services departments, and the Town Manager's Office. The Information Technology Center continues to support these departments in their pursuit to update current permits and add new permits with plans in FY2022 for the Planning and Community Development Department to come online with permits and licenses. Other departments that reached out to the Information Technology Center for assistance moving to more online applications were Public Works, which included Water and Sewer, Highway, and Building Maintenance as well as Health and Human Services specifically from Health Department. Throughout FY2021, the Public Safety Building at 88 Chestnut St (Fire Station 1) has taken up a lot of time of the ITC staff because of the amount of technology planned for all three buildings. The Network Manager has been involved throughout the fiscal year in meetings and planning at all levels of the Public Safety Buildings construction and opening process. Included in the construction of this first phase is the data center for all three buildings that are part of Public Safety. This required a tremendous amount of time and energy to maintain systems, keeping them	

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up and running during the final phases of construction of Fire Station 1 and then the movement of Fire staff to the new building. Another aspect of the construction has been the need for the Information Technology Center and specifically the Network Manager again to take on additional systems that needed to be updated to different technology. This includes radios, phone systems, and fire bells that now need access to switching and IP addressing that was never needed in the past. Specific to Fire Station 1, moving forward into FY2022 security of the buildings through managing door access and video monitoring is a challenge because of the number of items in these new buildings compared to the buildings replaced. Since the opening of Fire Station 1, the Network Manager spent significant amount of time every day assisting Fire Department staff to acclimate to the new building. The amount of technology available to fire employees is multitudes above what was at the old station. The technology provides better communication tools for Fire Department personnel, as well as more convenient and efficient ways for needed online training. The Network Manager also continued daily support of the Computer Aided Dispatch application for both Police and Fire. When completed in FY2022 the Public Safety Building and included Fire Station 2 will be one of the largest staffed departments, next to Public Works, and the most technologically developed buildings that the Information Technology Center supports. A serious challenge to the Information Technology Center going forward. As many are aware the rise in ransomware and other phishing opportunities have taken a toll on municipalities across Massachusetts and the country. The Information Technology Center continues to monitor and manage data in, out and across the Town's network while at the same time continuing to enhance network security both internally and through external access with the Information Technology Center working to design a more robust and strengthened security. Fortunately, Needham's Information Technology Users are more and more aware of these threats and often make us aware, which is the best line of defense, that they have received questionable emails and communications. Dollars were requested and split over FY2021 and FY2022 time frame to begin a project to harden and make more robust the network that connects the sixteen buildings that make up the Town Municipal Area Network. Initially the Information Technology Center worked to procure additional hardware and services which have been incorporated into the Town Municipal Area Network with additional hardware and services to be procured throughout FY2022. This work will include additional network monitoring, network hardware authentication, and a process for two forms of authentication at the user level. Specific to the members of the Information Technology Center overseen by the Director, MIS the Network Manager continued his work on upgrading and strengthening the Town's network with upgrades and enhancements to network security, resiliency, and redundancy. During FY2021 the Network Manager worked with Public Work Building Maintenance on communication issues to the HVAC systems throughout all Town buildings. This included not just Town Municipal buildings but Public School buildings as well. The Network Manager also worked with Public Works Administration on networking issues specific to employee electronic time sheets that require specific hardware to manage the process. The Network Manager also assisted in day to day requests regarding new staff and released staff specifically around network accounts and security. Information Technology Support, currently one position, throughout the year continued to be an important asset within the Information Technology Center taking on day to day actions and requests as well as developing additional ways to make Information Technology Center functions more efficient and effective. Information Technology Support has also been able to assume responsibilities for several routine tasks that the Network Manager had been previously performing along with providing support when and where needed for the opening of Fire Station 1. The Information Technology Support position is one of the two positions that became vacant in the last half of the fiscal year. The	

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Applications Administrator and Computer Operator have continued to support enterprise applications, such as revenue and general ledger applications, the Town's web site, development, and support of online permitting, plus provides support and training both individually and with groups for desktop and web-based applications. The Computer Operator is the second of the two positions that became vacant in the last half of the fiscal year. Departments continue to look for support from the Applications Administrator due to the desire of other departments to use technology, mostly through online SaaS products, to enhance their processes. One project that was started during FY2021 was through the Human Resource Department which initiated a project for online application accepting and tracking. The hope is to make the process of hiring in Needham more efficient as well as diversified. Since being relocated to the Public Services Administration Building to better coordinate services and projects between the Geographic Information Systems (GIS) Administrator and the Department of Public Works the GIS Administrator continues in support of those projects. At this new location, the GIS Administrator continues to work with multiple departments assisting in analytical projects as well as preparing for infrastructure updates, flight imagery, and geospatial data collection. The GIS Administrator throughout FY2021 has developed a new web GIS product, assisted in the transition to a new online Assessor's application, worked with the Highway Department on an online street maintenance program, assisted the Water/Sewer department with data for back-flow prevention, and worked with Public Works Administration and Building Maintenance on the roll out of a new work order system. With the current level of vacancies, the Director, MIS is looking to determine what staffing, or positions, may be needed to continue the level of support desired by Town municipal staff. The current makeup of positions has been in place for ten years and with technology changing at an ever-faster pace coming up with a different department makeup might benefit the Town better into the future. Parking Clerk: The Office of the Parking Clerk processes appeal requests of parking tickets online, in person and by mail. Appeal statements are reviewed and investigated promptly, and appellants are provided with written notification of appeal results. The office also prepares and processes handwritten tickets so that the information will be available to the collection office. Ongoing liaison is maintained with Treasurer's office staff, Police and the Highway Departments. Enforcement issues, signage, and meter problems are identified and resolved through frequent inspections and inter-departmental communications. The Parking Clerk also provides weekly reports to administration and supports the Parking Committee mainly to review overnight permit application requests. Due to the ongoing COVID-19 pandemic the parking clerk's office has been impacted in a variety of ways. There were significantly fewer parking tickets issued due to reduced enforcement and less parking activity in general. Payment to park at a metered spot was waived for many months, resulting in less revenue. Payment to park at a metered spot was reinstated in July 2021. With Town Hall being closed to the public during the height of the pandemic, limited to appointment only, almost all appeals were conducted online only. The Town was still allowing some parking spaces to be blocked off for outside dining near establishments around Needham. Purchasing: The primary function of the Purchasing division is to ensure that all purchased goods and services are made in accordance with public procurement procedures which must be followed pursuant to the applicable Massachusetts General Laws, and in a manner that secures the best value for the Town. By performing audits on procurement documents and facilitating education, resources, and guidance to all Town staff, the department seeks to ensure compliance while providing solutions to purchasing challenges that safeguard taxpayer's dollars and promote a fair competitive process. The Department also has functional oversight of the procurement procedures conducted by individual departments and serves as a resource on procurement compliance.	

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The Purchasing division encourages staff to seek state contract vendors whenever possible, as they afford the Town favorable pricing, vetted providers, beneficial terms, and convenient, fast purchasing without further formal procurement. The Town has consistently maintained a top user status of the State Contract benefits and is currently in third place in the Commonwealth for overall number of purchase orders through the State's purchasing platform. Treasurer: The impact of COVID -19 on short term interest rates is still being felt. Initially interest rates plummeted as the Federal Reserve reduced the Fed Funds rate to virtually zero. As of June 30, 2021, the Federal Funds rate remained the same and was projected to continue at that level for FY2022. The impact resulted in a decrease of General Fund interest from \$834,163 in FY2020 to \$228,969 in FY2021, which may continue into FY2022. The safety of Town funds is of utmost importance. To further protect Town funds, we continue to require that Town deposits are collateralized if not insured. Leaving nothing to chance and to protect Town funds even further, in FY2019 we placed certain accounts in a "credit only" (incoming funds only) status. This provides an additional layer of protection against fraudulent transactions. To protect against bank failures, we regularly review rating agency reports and, although collateralization is required for funds held in any one financial institution for more than 14 days, funds that are held by institutions with less favorable ratings are monitored more carefully. Funds must be available to meet all expenditures including payroll and debt service which dictates the amount of cash that must remain available on a weekly basis. Town funds are invested wisely and within the mandates of state statute. During FY2018, the State Legislature passed legislation that expanded the length of investment in Certificates of Deposit (CDs) from twelve (12) months to thirty-six (36) months. This allows treasurers to take advantage of the higher interest rates that are offered for longer duration CDs. The Treasurer's office continues to offer electronic payment options to the Town's vendors. This has reduced the number of paper checks thereby reducing the printing, mailing and stuffing cost. Although some vendors have taken advantage, many vendors only accept a paper check. We continue to promote this option. During FY2021, the Treasurer assisted the Town departments, primarily the Building Department, with the implementation of an online permit application. This application provides a means to request and pay for various permits issued to businesses and residents for a number of purposes via the Town's website. The Treasurer assisted with implementation of new software, PC Scale, at the Recycling and Transfer Station (RTS) to allow for a more efficient collection and billing system at the RTS and the Treasurer's office. The Treasurer also assisted with the implementation of new registration software, MyRec at the Park and Recreation department. The application may also be utilized by the Aging Services and the Department of Public Works. The Treasurer is responsible for making available sufficient funds to cover the weekly payroll and expenses. Due to the increased number and cost of capital projects currently underway we see weekly expenses upwards of \$8 million. To maximize interest income and yet maintain sufficient balances the Treasurer must be aware of and make provisions for the timely payment of regular and extraordinary expenditures such as debt service and construction costs. The Treasurer's office assisted and continues to support other departments throughout the Town including the school department, Town Clerk and RTS with the ability to accept credit cards both online and in person.	

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The Treasurer's office will also be involved in the selection of the new billing and collections software. All collections once received, reviewed and reconciled as well as non-billed revenue coming into the town such as state aid, grants and miscellaneous fines and fees are turned over to the Treasurer. This must be accommodated culminating in the ability to deposit and report a day's receipts. The Treasurer along with Finance continued to provide Purchasing Cards as a means to track and reduce administrative costs related to expense reimbursements. Similar to a credit card, this will allow certain employees to charge expenditures related to approved travel and other emergency expenses. This is proven to be a very valuable method of payment for Town staff during the current health crisis especially our Health and Human services department. In FY2021, the Treasurer issued \$3,530,485 in Bond Anticipation Notes and \$21,000,000 in bonds which included a premium of \$2,488,930.50. With the change in law regarding how premiums may be used, we were able to use \$1,583,000 of the premium to reduce the amount of principal borrowed. We also refunded \$5,455,000 of several bond issues from, 2006, 2008 and 2009 debt issue which was reduced by \$669,039 from the premium received on that transaction. This not only reduced the amount to be borrowed but reduced the amount of debt service to be assessed to Needham taxpayers. The balance of the premium was used to pay debt issuance costs. It is the responsibility of the Treasurer/Collector to collect all revenues due the Town to support the budgetary and capital project needs. This includes the receipt and reporting of State aid, various state grants and awards. The Treasurer is responsible for borrowing as needed for capital projects as voted by town meeting. On a day-to-day basis the Treasurer/Collector's office assists all other departments with billing and collections as issues and difficulties arise.	
Budget Statement	
The FY2023 base budget submission is \$3,649,303 which is a change of \$48,566 (1.3%) over the current budget of \$3,600,737. The current budget is inclusive of \$33,626 transferred by the Town Manager from the Classification, Performance, and Settlements reserve to the Finance Department for compensation adjustments for ITWA and non-represented employees as a result of the bargaining agreement and implementation of the new compensation and classification plan approved by the Town. The submitted budget for FY2023 is reflective of a reduction of \$45,000 from the professional and technical services line which was funding for consultant services to implement some network security upgrades over a two year period (FY2021 and FY2022). If the \$45,000 was retained, the budget request would have been \$3,694,303, a 2.6% increase. Although there may be some individual line item changes in the different divisions, the changes are reviewed below on a department wide level, some changes are due to a reallocation of existing funds from one object line to another, so the expense is linked to the account that best describes its purpose. There is also an additional \$92,839 requested through two DSR4 submissions, one Applications Administrator position for the Information Technology Center, and a Student Intern for the Accounting Office. Including the two DSR4 requests, the department budget submission is \$141,405 over the current budget of \$3,600,737 or 3.9% higher. Below is a summary of the changes. Salary and Wages The fiscal year 2023 base budget submission of \$2,224,838 is \$43,641 higher than the current	

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budget of \$2,181,197, an increase of 2.0%, after accounting for the transfer from the Classification, Performance, and Settlements budget line by the Town Manager to reflect the changes to ITWA and non-represented employees salary schedules for the fiscal year. The number of benefit eligible FTE's for FY2023 is 24, which is the same as FY2022. There has been some restructuring of positions and division assignments during the current year, due to the changing workforce market, but no change in head count. The department also relies on the services of two part-time positions which are year-round but are not eligible for Town benefits; one is the Parking Clerk, and the other is an administrative support position which supports the assessing/collector/treasurer functions of the department. As stated previously, there are two DSR4 requests, one for an additional year round position in the ITC and another request for a student intern for the summer months to work in the Accounting division. If the two requests were approved, the permanent staff FTE would increase by one. Including the two DSR4 requests, the total increase for personnel is \$134,672 or 6.2% over the current year. The submission includes step and longevity increases for the thirteen (13) employees who are members of the Needham Independent Town Workers' Association (ITWA) union which are based on the collective bargaining agreement with this group which expires June 30, 2024. The request also includes step and longevity increases, if applicable, for the six (6) non-represented positions. The wages are based on the FY2022 classification and compensation plan. Any change to the non-represented employee compensation schedule or merit increases for managers, if any, for FY2023 would be funded through the salary reserve funded by Town Meeting and transferred by written approval of the Town Manager. The temporary and part-time wage expense is level funded at \$6,179 for FY2023. The \$28,098 allocation for overtime is also level funded for FY2023. The overtime allowance for the Accounting, Assessing, Collector, Parking Clerk and ITC offices has been submitted at \$10,450, \$800, \$1,000, \$5,293, and \$10,555 respectively. Other salary and wage expenses include tuition reimbursement, payment in lieu of vacation, and a stipend, are budgeted at \$30,943, a decrease of \$2,615, a 7.8% reduction. <u>Services, Supplies, and other Expenses</u> The fiscal year 2023 submission of \$1,329,465 is \$4,925 higher than the current appropriation of \$1,324,540, 0.9% more. As previously stated, the submitted request is reflective of the reduction of \$45,000 from professional and technical services which was part of the FY2022 budget for consulting services to the ITC to implement network security upgrades. There is a \$3,500 increase in professional services for the assessing division for consultants needed in the appraisal of commercial and personal property valuations. The assessing division has been valuing and updating commercial property accounts with the use of an outside service to measure and verify building dimensions. The Department of Revenue now requires the Town to value commercial property annually by two approaches, one by cost and the other by income. In order to value property by cost the Town is required to have sketches of the commercial property so that the appraisal system can produce a value on current cost. Most of commercial property is valued based on the "income" produced by property. The Town has a contract with a firm that can produce the sketches electronically which is less expensive than doing the process manually.	

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Another increase in the professional and technical expense is related to the outside independent audit. We anticipate a 10% increase in the audit fee due to the increase work that the auditors must do related to the Federal funds that have been distributed to local government in response to COVID-19. The increase is not expected to be temporary, as the audit standards and GASB regulations grow.

Another noteworthy increase is for software license and subscription fees for FY2023. The change in price varies greatly among the numerous applications the Town relies upon, we have assumed an average of five percent or \$31,930. There are three primary drivers to the cost of technology, the number of users, the annual inflator the software companies base their pricing structure, and the increased security requirements.

As noted before, there are two DSR4 requests for increased personnel which also come with an increase in expense of \$1,808. However, \$1,500 of the increase is for one year, and the balance (\$308) is ongoing. The \$1,500 is for a laptop.

The Finance Department always seeks ways to hold down 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 and due to expected increase costs for FY2023. The table below shows the various dollar changes from FY2022.

Line Item	Division	Description	Change from 2022	Comment	Net Change
Repairs and Maintenance	ITC	Increase in Maintenance Contacts	\$605	Based on expense trends.	\$605
Rental & Leases	ITC	Equipment	(\$1,000)	Reallocation of the expense to other supplies and equipment.	(\$1,000)
Professional & Technical	Accounting	Third party services	\$6,650	Increase Audit Fee	\$30
	Assessing	Third party services	\$3,500	Contracted service for review and valuation of utility assets and special property.	
	Collector	Third party services	(\$1,500)	Based on volume and contracts.	
	Purchasing	Professional Development	\$950	Required courses with the OIG.	
	Treasurer	Third party services	\$3,500	Based on volume and contract.	
	ITC	Third party services	(\$45,000)	Network Security Upgrade Consulting Assistance	
	ITC	Software license fees	\$31,930	Increase in the annual license fees.	
Communications	Collector/Treasurer	Printing and Mailing	(\$1,300)	Based on a three year trend.	\$3,770
	Treasurer	Postage	\$800	Based on a three year average. Mailings are required by law, notwithstanding other means of communication.	
	ITC	Internet & Landlines	\$4,270	Increase in the annual fees	
Office Supplies	Purchasing	Supplies	\$20	Reallocation of the expense to another line item	\$20
Other Supplies & Equipment	ITC	Technology equipment related supplies	\$1,000	Reallocation of expenses from Rental & Leases	\$1,500
	Treasurer	Permits	\$500	Based on volume and contract	
Total					\$4,925

Operational Capital

The FY2023 submission is level dollar at \$95,000. These funds provide for the purchase of replacement PCs, laptops, printers, low end data servers, and network components. The

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replacement of large servers, switch replacements, and expensive specialized equipment upgrades will continue to be submitted as part of the capital plan.

Other Requests for Funding (DSR4):

The Finance Department is submitting two DSR4 forms for FY2023. Two requests involve additional staff, one an additional position (Applications Administrator) for the ITC division, and the other is for a Student Intern to work during the summer months in Accounting. More information and justification for each of the requests is included in the DSR4 forms.

Other Funding Resources

Although the Finance Department must track and account for numerous revolving funds and grants, it does not have any for its own operations. All monies generated by the department go to the general treasury. No position in the Finance Department is funded by a revolving fund, but the department has used the services of senior volunteers in past years.

Accomplishments and Activities

In Accounting Division Recap

1. Direct deposit of pay participation by employees. Direct deposit is more secure and less costly to process.

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

Results:

Year	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr
FY17	91%	90%	92%	92%
FY18	93%	93%	94%	94%
FY19	94%	95%	95%	95%
FY20	94%	96%	96%	98%
FY21	97%	98%	98%	98%

2. Electronic payment participation by vendors. Vendor electronic payments are more secure.

Measure: Percentage of electronic payments by vs total vendor payments.

Results: (The decline in the FY2020 fourth quarter percentage was related to the COVID-19 economic slowdown)

Year	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr
FY18	0.00%	0.00%	0.29%	2.00%
FY19	5.25%	9.65%	9.02%	8.78%
FY20	9.10%	9.24%	9.74%	3.29%
FY21	8.98%	9.97%	9.26%	7.71%

Department Information
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Department Finance Department

3. 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 may require improvement.

Measure: Number of comments; Number of comments repeated from the prior year.

Results:

Fiscal Year Audited	Comments	Prior Year Comments
FY2016	4	1
FY2017	4	2
FY2018	4	0
FY2019	4	1
FY2020	3	1

Assessing Division Recap

4. Percent of taxable construction permits issued that were captured by the 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 was captured by the assessment date. (Note this measure has been revised to reflect the new growth certified by the Department of Revenue)

Results:

One hundred percent of the permits issued by the building department that had progressed to the point of adding value to the property were inspected by June 30, 2017. This was the statutory deadline for the collection of New Growth information for the following fiscal year. A total of 1,292 properties were inspected. The amount of New Growth certified by the Department of Revenue for **FY2018** was \$296,130,541 (\$183,627,889 was residential property).

One hundred percent of the permits issued by the building department that had progressed to the point of adding value to the property were inspected by June 30, 2018. This was the statutory deadline for the collection of New Growth information for the following fiscal year. A total of 1,295 properties were inspected. The amount of New Growth certified by the Department of Revenue for **FY2019** was \$318,749,520 (\$266,237,400 was residential property).

One hundred percent of the permits issued by the building department that had progressed to the point of adding value to the property were inspected by June 30, 2019. This was the statutory deadline for the collection of New Growth information for the following fiscal year. A total of 1,208 properties were inspected. The amount of New Growth certified by the Department of Revenue for **FY2020** was \$264,705,884 (\$146,837,050 was residential property).

Department Information DSR1	
Department	Finance Department
One hundred percent of the permits issued by the building department that had progressed to the point of adding value to the property were inspected by June 30, 2020. This was the statutory deadline for the collection of New Growth information for the following fiscal year. A total of 1,142 properties were inspected. The amount of New Growth certified by the Department of Revenue for FY2021 was \$262,350,943 (\$156,626,063 was residential property). Approximately 100% percent of the permits issued by the building department that had progressed to the point of adding value to the property were inspected by June 30, 2021. This was the statutory deadline for the collection of New Growth information for the following fiscal year. A total of 1,258 properties were inspected. The estimated New Growth for FY2022 was pending certification by the Department of Revenue at the time of this budget submission. 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 10,757 Real and Personal property accounts billed in FY2017, the value of 28 of those properties, or 0.26% saw changes in their value through the abatement process vs 0.27% in FY2016. The average adjustment in tax dollars for FY2017 was \$1,860 vs. \$15,041 for FY2016. Of the 10,756 Real and Personal property accounts billed in FY2018, the value of 27 of those properties, or 0.25% saw changes in their value through the abatement process vs 0.26% in FY2017. The average adjustment in tax dollars for FY2018 was \$2,815 vs. \$1,860 for FY2017. Of the 10,813 Real and Personal property accounts billed in FY2019, the value of 35 of those properties, or 0.32% saw changes in their value through the abatement process vs 0.25% in FY2018. The average adjustment in tax dollars for FY2019 was \$2,562 vs. \$2,815 for FY2018. Of the 10,805 Real and Personal property accounts billed in FY2020, the value of 23 of those properties, or 0.21% saw changes in their value through the abatement process vs 0.32% in FY2019. The average adjustment in tax dollars for FY2020 was \$5,174 vs. \$2,562 for FY2019. Of the 10,799 Real and Personal property accounts billed in FY2021, the value of 21 of those properties, or 0.19% saw changes in their value through the abatement process vs 0.21% in FY2020. The average adjustment in tax dollars for FY2021 was \$12,903 vs. \$5,174 for FY2020. <u>Other Assessing Accomplishments and Activities</u> As a member of the Tyler Conversion Group, the Director of Assessing was voted as Chair of the newly formed Board to oversee issues that arise with the newly implemented software in the 30 communities that converted to the Tyler IAS CAMA software. The Town of Needham was part of the team that collaborated with the staff of MassIT, Tyler Technologies, and the Department of Revenue's Division of Local Services IT Bureau. The Needham assessing staff	

Department Information DSR1					
Department	Finance Department				
collectively spent many hours in consultations with representatives of the different organizations refining the nuances of the new system to ensure a smooth rollout for the other communities that had converted to the IAS system. In the past year the Director has facilitated many meetings of Group members to brainstorm software issue that have arisen. The Director is also currently serving as the President of the Norfolk/Suffolk Assessor’s Association.					
The office also took part in extensive discussions with members of other Town departments concerning the issuance of an RFP to replace the Town’s current multi-faceted financial packages with an upgraded, more fully integrated entity that will streamline town wide collections operations in the years to come.					
The Assessor’s office also managed to find a way to continue all previous operations at almost full capacity in spite of the current health issue, and the accompanying staffing limitations. These measures are outlined in greater detail in the Activities section.					
Collector/Treasurer Division Recap					
6. The number of customer bill payment transactions done electronically rather than mailing or delivering a payment to the Treasurer /Collector’s office.					
Measure: The number of tax and utility payments submitted via an ACH or Online payment rather than by check to the Treasurer/Collector’s office.					
Tax Payments (Excise, Real Estate, & Personal Property)					
Fiscal Year	2017	2018	2019	2020	2021
1) Escrow Service Payments	17,786	22,700	15,936	17,712	16,863
2) Customer Payment by Check/Cash	50,823	44,066	52,803	47,886	49,292
3) Customer Payment by ACH	2,595	2,264	2,801	3,849	4,188
4) Total Payments (1+2+3)	71,204	69,030	71,540	69,447	70,343
5) Total Payments by Customer (2+3)	53,418	46,330	55,604	51,735	53,480
I) Percentage of Customer Payments by ACH (3/5)	4.86%	4.89%	5.04%	7.44%	7.83%
6) Escrow Service Amount Paid	\$44,942,065	\$47,546,434	\$46,402,811	\$55,040,391	\$51,519,717
7) Check/Cash Amount Paid	\$85,040,081	\$92,296,018	\$101,581,374	\$100,999,109	\$115,885,905
8) ACH Amount Paid	\$2,479,183	\$1,903,280	\$2,560,083	\$3,154,098	\$3,768,678
9) Total Amount Paid (6+7+8)	\$132,461,329	\$141,745,732	\$150,544,268	\$159,193,598	\$171,174,300
10) Total Amount Paid by Directly by Customers (7+8)	\$87,519,264	\$94,199,298	\$104,141,457	\$104,153,207	\$119,654,583
II) Percentage of Amount Paid by Customers via ACH (7/10)	2.83%	2.02%	2.46%	3.03%	3.15%
The Town engaged the services of third party vendors to accept online payments for water and sewer bills by electronic check or credit card. The table on the next page reflect this activity. The benefits to the Town in having customers pay a bill electronically are lower transaction costs, the funds are considered available at the time of receipt, and reduces both the amount of time to receive good funds and the number of returned checks.					

Department Information DSR1					
Department	Finance Department				
Utility Payments (Water and Sewer Service)					
Fiscal Year	2017	2018	2019	2020	2021
1) Customer Payments by Check/Cash	27,701	25,997	25,533	24,855	22,612
2) Customer Payments by ACH	8,245	8,588	8,454	8,979	8,391
3) Customer Payments Online	4,433	5,552	6,635	8,182	9,322
4) Customer Electronic Payments (2+3)	12,678	14,140	15,089	17,161	17,713
5) Total Payments (1+2+3)	40,379	40,137	40,622	42,016	40,325
I) Percentage of Payments by ACH or Online (4 / 5)	31.40 %	35.23 %	37.14 %	40.84 %	43.93 %
6) Check/Cash Payment Amount	\$11,480,767	\$10,698,751	\$10,299,780	\$9,572,814	\$9,673,262
7) ACH Amount Paid	\$2,475,747	\$2,531,418	\$2,633,760	\$2,705,033	\$2,836,100
8) Online Amount Paid	\$1,502,689	\$1,854,878	\$2,249,617	\$2,723,619	\$3,628,422
9) Payment by ACH or Online (7+8)	\$3,978,436	\$4,386,296	\$4,883,377	\$5,428,652	\$6,464,522
10) Total Payment Amount (6+7+8)	\$15,459,203	\$15,085,047	\$15,183,157	\$15,001,467	\$16,137,784
II) Percentage of the Amount Paid by ACH or Online (/ 10)	25.74 %	29.08 %	32.16 %	36.19 %	40.06 %

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 2017** was 0.54% as compared to the MMDT rate of 0.53%

Needham average investment yield for **fiscal year 2018** was 0.87% as compared to the MMDT rate of 0.83 %

Needham average investment yield for **fiscal year 2019** was 1.30% as compared to the MMDT rate of 1.30 %

Needham average investment yield for **fiscal year 2020** was 1.31% as compared to the MMDT rate of 1.28 %

Needham average investment yield for **fiscal year 2021** was 0.32% as compared to the MMDT rate of 0.29 %

8. Percent change in year-end delinquent tax receivables (tax money owed to the 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 for FY2018 increased by 0.01% compared to FY2017, followed by another increase of 0.27% for FY2019. The year-end delinquent rate for FY2020 increased by 0.63% to 1.5%. The FY2020 year-end delinquent rate was the highest it has been in years. This was attributable to COVID-19, not only the impact that COVID-19 related restrictions may have had on the economy, but also the extra time that taxpayers were allowed to pay their property tax bills. The year-end delinquent rate for FY2021

Department Information
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Department Finance Department

decreased by 0.54% compared to FY2020.

Year	1 st Qtr	2 nd Qtr	3 rd Qtr	Year End
FY17	0.87%	2.08%	0.58%	0.59%
FY18	1.34%	2.28%	-14.00%	0.60%
FY19	1.27%	2.16%	2.22%	0.87%
FY20	0.91%	2.22%	1.94%	1.50%
FY21	0.61%	2.38%	2.31%	0.96%

*Due to extraordinary amount of Real Estate prepayments received during December 22 - 29, 2017, the Town collected \$5,510,989 which exceeded the total tax due for the third quarter due February 1, 2018.

Information Technology Center Division Recap

9. Percentage of normal business hours principal business applications are available

Measure: It was determined that certain business applications were important to the needs of specific departments. These are applications that are housed and supported internally by the Information Technology Center. Downtime hours are captured through internal communications from the departments using the applications.

Percentage of business hours building LANs (Town Hall, Public Services Administration, Public Safety, and the Center at the Heights) are available to employees. Business Hours are 8:30 - 5:00 Monday through Friday.

Total number of business hours Police Computer Aided Dispatch was available:

(FY2017) Public Safety - 2,219.0 out of 2,219.0 = 100%
 (FY2018) Public Safety - 2,205.0 out of 2,210.0 = 99.77%
 (FY2019) Public Safety - 2,223.0 out of 2,227.0 = 99.82%
 (FY2020) Public Safety - 2,221.0 out of 2,227.0 = 99.73%
 (FY2021) Public Safety - 2,219.0 out of 2,219.0 = 100%

Total number of business hours Town Financial Applications (Central Square/Tyler) were available:

(FY2017) 2,219.0 out of 2,219.0 = 100%
 (FY2018) 2,210.0 out of 2,210.0 = 100%
 (FY2019) 2,225.0 out of 2,227.0 = 99.91%
 (FY2020) 2,222.0 out of 2,227.0 = 99.78%
 (FY2021) 2,219.0 out of 2,219.0 = 100%

Total number of business hours Center at the Heights network was available:

(FY2017) 2,219.0 out of 2,219.0 = 100%
 (FY2018) 2,210.0 out of 2,210.0 = 100%
 (FY2019) 2,227.0 out of 2,227.0 = 100%
 (FY2020) 2,227.0 out of 2,227.0 = 100%
 (FY2021) 2,219.0 out of 2,219.0 = 100%

Department Information
DSR1

Department	Finance Department
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10. Increase training opportunities for Town Staff on the use of various software applications

Measure: Planned hours compared to actual hours.

Results:

FY2016: 50 hours were proposed, and the department provided 129 hours.

FY2017: 50 hours were proposed, and the department provided 30 hours

FY2018: 50 hours were proposed, and the department provided 30 hours

FY2019: 50 hours were proposed, and the department provided 30 hours

FY2020: 50 hours were proposed, and the department provided 35 hours

FY2021: 50 hours were proposed, and the department provided 10 hours (Note: this was directly affected by COVID-19 restrictions.)

Parking Clerk Division Recap

1. Percentage of parking tickets appealed as a percent of total tickets issued.

Measure: Number appeals over number of parking tickets issued.

Results:

	FY2017	FY2018	FY2019	FY2020	FY2021
Parking Tickets	3,988	5,382	6,074	8,596	1,457
Appeals	318	432	479	751	225
Appeal %	8.0%	8.0%	7.9%	8.7%	15.4%

The Town had been stepping its enforcement of parking regulations over the past four years, but enforcement was curtailed with the onset of the COVID-19 restrictions.

Purchasing Division Recap

The Purchasing division's primary goal is a Town wide understanding and compliance of the procurement laws that govern every Town purchase of goods and services through training and guidance. Staff understanding of procurement requirements is measured by the number of unapproved and returned purchase order requests submitted via the accounting application because the requestor did not properly identify the procurement process used. FY2021 the number of contracts drafted increased significantly (292 vs 85) because the role that purchasing now plays was not only reviewing contracts that may have been prepared by another department, but also uploading the contracts to DocuSign – an online electronic signature and distribution system – and then setting up the signature, name, title, and other pertinent data fields prior to sending the contract out for execution. In FY2021 the number of purchase order requests reviewed increased by 3% (2,230 vs 2,166) During FY2020, the number of purchase

Fiscal Year 2023 Proposed Budget

Department Information DSR1																													
Department	Finance Department																												
orders reviewed declined by 11% from FY2019. FY2019 there was a significant increase (10%) in the number of purchase order requests. FY2019 was the highest number of purchase order requests in a single fiscal year during the five last fiscal years.																													
<table><tr><th>Activity</th><th>FY2017</th><th>FY2018</th><th>FY2019</th><th>FY2020</th><th>FY2021</th></tr><tr><td>Purchase Orders Reviewed</td><td>2,128</td><td>2,161</td><td>2,382</td><td>2,166</td><td>2,230</td></tr><tr><td>Contracts Drafted</td><td>43</td><td>52</td><td>74</td><td>85</td><td>292</td></tr><tr><td>Contracts Reviewed</td><td>306</td><td>347</td><td>341</td><td>308</td><td>352</td></tr></table>						Activity	FY2017	FY2018	FY2019	FY2020	FY2021	Purchase Orders Reviewed	2,128	2,161	2,382	2,166	2,230	Contracts Drafted	43	52	74	85	292	Contracts Reviewed	306	347	341	308	352
Activity	FY2017	FY2018	FY2019	FY2020	FY2021																								
Purchase Orders Reviewed	2,128	2,161	2,382	2,166	2,230																								
Contracts Drafted	43	52	74	85	292																								
Contracts Reviewed	306	347	341	308	352																								
The Town procured and implemented Municibid.com as its online auction services provider in FY2020. In FY2020, in partnership with the Fleet Division of the Public Works Department, the Town competitively and successfully auctioned 12 pieces of equipment, which yielded a total of \$107,916 in sales revenue. COVID-19 reduced the number of vehicles made available for auction during FY2021 with three vehicles which produced \$32,800 in sales revenue.																													
Spending Request Recap																													
Description	Base Request DSR2		Additional Request DSR4		Total (DSR2 + DSR4)																								
a) Salary and Wages	2,224,838		91,031		2,315,869																								
b) Expenses	1,329,465		1,808		1,331,273																								
c) Capital	95,000				95,000																								
d)																													
e) Total DSR2 & DSR4 Request (a through d)	\$3,649,303		\$92,839		\$3,742,142																								
V2023																													

Fiscal Year 2023 Proposed Budget

Department Expenditure Detail DSR2																	
Department				Finance Department													
Object				Description							Amount						
DSR2A																	
Permanent Personnel	Last Year (FY2021)			Current Year (FY2022)			Next Year (FY2023)										
	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)								
	24		24	24		24	24		24								
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count								
							X										
Union Positions:		BCTIA		Fire A		Fire C		ITWA	13	NIPEA		Police		Police Superior		NA	11
1. Salary and Wage Permanent Positions.																	
a. PRD1 Salary and Wages Base															2,071,264		
b. PRD1 Differentials (Conditions, Requirements, Shifts)															16,964		
c. PRD1 Education																	
d. PRD1 Extra Holiday																	
e. PRD1 Longevity															11,955		
f. PRD1 Snow Program																	
g. PRD1 Uniform																	
h. PRD1 Other Compensation																	
i. PRD1 Budget Adjustments															8,077		
PRD1 Sub Total															2,108,260		
j. DSR3 Other Compensation															51,358		
Sub Total 1															2,159,618		
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)																	
a. Recording secretary various committees which work with the ATM/FD															1,418		
b. Collector/Treasurer office customer service part time staff and vacation coverage to keep office open 5 days per week															4,761		
c.																	
d.																	
e. DSR3 Total																	
Sub Total 2															6,179		
3. Salary and Wage Overtime (Itemized Below)																	
a. Scheduled Overtime (contractually obligated)																	
b. Training and Development																	
c. Accounting office overtime provision for hours for reporting and processing, and fiscal year end preparation work as needed															10,450		
d. Collector office overtime for seasonal demands															1,000		
e. DSR3 Total															16,648		
Sub Total 3															28,098		
4. Other Salary and Wage Expenses - (Itemized Below)																	
a. Incentive Programs																	
b. Pay In Lieu of Accrued Leave															24,443		
c. Program Stipend															1,500		
d. Tuition Reimbursement															5,000		
e. Working Out of Grade																	
f. DSR3 Other Compensation																	

Fiscal Year 2023 Proposed Budget

Department Expenditure Detail DSR2		
Department	Finance Department	
	Sub Total 4	30,943
5. Total Salary and Wages (1+2+3+4)		
		2,224,838
DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x - 525x)	Dell equipment maintenance services (19,700); IBM hardware maintenance (8,000); Mailing equipment repairs (1,300); Six multi-purpose copier service agreements (27,000); Office equipment maintenance contracts (1,000); Printer maintenance (8,705)	65,705
Rental & Leases (527X)		
Other Property Related Services (529x)		
Professional & Technical Services (530x - 531x)	AC - Accountants annual conference, quarterly training sessions, employee training (3,300) AC - Accounting consulting services (1,500) AC - Independent financial audits financial and internal controls; federal single audit; SSA; DOE compliance (73,150) AS - IAS Software CAMA system (16,845) AS - RRC Personal Property Interface (1,500) AS - Services related to residential, commercial, industrial, and personal property data collection and interpretation CIDARE (20,000) RRC (20,000) Utility and Special Property Valuation Reviews (6,800) AS - State and County Assessing Association meetings, conferences classes and tutorial courses including MAA designation and re-certification required courses for staff DOR (5,650) AS - Valuation and taxpayer appeal related consulting services for land, commercial property, and personal property value defense (14,200) ATB (5,000) CT - Ambulance billing and processing services (35,500) CT - Collection service bureau fees (13,500) CT - Electronic payment processing	1,038,385

Fiscal Year 2023 Proposed Budget

Department Expenditure Detail DSR2		
Department	Finance Department	
	(5,100)	
	CT - Lockbox and payment deposit processing (12,700)	
	FD - Other professional Services (725)	
	FD - Professional outside trainers internal control program (250)	
	FD - State and professional related seminars (750)	
	ITC - Conference registration and training fees (1,500)	
	ITC - Software applications and support fees (670,535) AMCS PC Scale; Archive Social; Carousel Aruba License; Central Square Computer Aided Dispatch (TriTech/IMC); Central Square Financial Application; Microsoft Power BI; Microsoft Office 365; Citrix ShareFile; Citrix Workspace Premium; CivicPlus; CJIS Solutions; Computer Generated Solutions; Cross Match Technologies; Dell Sonicwall; Dell VMWare; Delphi Technology (DHQ); Digicert (SSL Certs); DLT Solution AutoCAD; ESRI; FOIA Direct; IBM MaaS360; LogMeIn USA Inc (GoToMyPC); LogMeIn USA Inc (GoToAssist); LL Date Design; Maine Technical Source; PeopleGIS; Pitney Bowes; Aruba ClearPass Policy Manager; Barracuda Energizer Support; Bitdefender Desktop Protection; BMC TrackIT; Code42 Hosted Backup; Fortinet Security Gateway; Fortinet FortiAnalyzer; ManageEngine AD Manager; RSA SecureID Application Support; vRanger Backup & Replication; SPS VAR IBM OS Maintenance; Squirrels LLC; General Ledger (Infinite Visions); ViewPoint Permitting Software.	
	ITC - Technical assistance consultants and vendors (45,000)	
	PC - Parking ticket processing (29,130)	
	PO - Procurement regulation (400)	
	PO - Purchasing and procurement professional development (1,600)	
	TC - Banking, credit card, and electronic payment fees (41,000)	
	TC - Bond Counsel related expenses not otherwise funded (2,000)	
	TC - Continuing Disclosure filings (3,000)	

Fiscal Year 2023 Proposed Budget

Department Expenditure Detail DSR2		
Department	Finance Department	
	TC - Debt administration fees (7,500) TC - Mass Collector and Treasurer conferences and annual school registration (250)	
Communications (534x)	AC - Postage (350) AS - Postage, certified notices, and printing and mailing (3,500) AS - Wireless communication (900) CT - Postage for tax, excise, general, and collection notice billings (52,500) CT - Printing and mailing services for tax and other receivables (22,850) FD - Postage, printing, & mailing (100) ITC - FIOS (3,500), Internet IP (32,600) services ITC - Wireless communication systems (6,500) PC - Postage (150) PO - Wireless communication (660) PO - Legal notices (600) TC - Postage for general notices, certified notices, compliance notices, and payments (16,500) TC - Printing and mailing services for non-collection communications (200)	140,910
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)	TC - Armor car service (2,500)	2,500
Office Supplies (542x)	AC - General supplies including pens, pencils, office equipment supplies, ink, folders, paper stock, binders, non-print envelopes, labels, W-2, Misc-1099, etc. (3,000) AS - Office supplies and materials plus state forms (personal property info list) income and expense forms (commercial/industrial, mixed use and apartments) and other assessing supplies (1,500) CT - Office supplies and materials CT (1,000) FD - Office supplies and materials including budget and capital plan materials, risk insurance (800) ITC - Office supplies, computer forms, and materials (3,500) PO - Office supplies and procurement forms and other materials (300) TC - Office and money handling supplies and materials (1,300)	11,400

Fiscal Year 2023 Proposed Budget

Department Expenditure Detail DSR2			
Department	Finance Department		
Building & Equipment Supplies (543x)			
Custodial Supplies (545x)			
Grounds Keeping Supplies (546x)			
Vehicular Supplies (548x)			
Gasoline and Diesel Fuel (5481)			
Food and Service Supplies (549x)			
Medical Supplies (550x)			
Public Works Supplies (553x)			
Other Supplies & Equipment (558x)	AS - Field inspection "calling cards", and property cards and field tablet (300) AS - Field use equipment tablet (1,000) ITC - Hardware supplies and equipment parts, standard computer supplies for other departments, forms, paper, toners cartridges, etc. (45,000) ITC - Mail equipment supplies (1,500) TC - Parking permits (2,900)		50,700
Governmental Charges (569x)	TC - County Fees (980)		980
Travel & Mileage (571x - 572x)	State and professional related required travel for town business; employee attendance at conferences & seminars and other required travel; required courses for staff: AC (5,400); AS (2,500); CT (0); FD (700); ITC (2,950); PC (0); PO (650); TC (1,400)		13,600
Dues & Subscriptions (573X)	AC - Accounting related association dues and subscriptions (300) AS - Assessing related association dues and subscriptions (850) AS - Other subscription fees (350) FD - Professional related association dues and subscriptions GFOA; MGFOA; NESGFOA (310) ITC - Technology related association dues and subscriptions MGISA (300) PO - Procurement related association dues and subscriptions MAPPO (225) TC - Bank rating subscription service (250) TC - Collector and treasurer related association dues and subscriptions (200)		2,785
Other Expenses (574 X - 579x)	Town Treasure and Tax Collector and Asst Treasurer/Collector bonds (2,500)		2,500
6. Total Expenses			1,329,465
DSR2C			
Capital Equipment Replacement (587X)	Technology Equipment		95,000
7. Total Operating Budget Capital			95,000

Fiscal Year 2023 Proposed Budget

Department Expenditure Detail DSR2				
Department	Finance Department			
8. Total Base Request (Line 5 + Line 6 + Line 7)				
				3,649,303
Does the Department depend on any Federal or State grants to provide services?	YES	☐	NO	☒
Did the Department submit any requests for FY2023 for the replacement or upgrade of technology or software to the Information Technology Center?	YES	☒	NO	☐
Did the Department submit any requests for FY2023 to the Department of Public Works/Building Maintenance division to improve or upgrade a public building or facility?	YES	☐	NO	☒
V2023				

Fiscal Year 2023 Proposed Budget

Department Personnel Supplement DSR3							
Department		Finance Department					
	Description	Amount	Amount Reflected DSR2A Section				
			1	2	3	4	
1	Assessing office overtime provision for additional hours preparing the tax roll and processing abatement and exemption applications within the statutory timeframe.	800			X		
2	Technology Center overtime related to extended, evening callback, and weekend work.	10,555			X		
3	Parking enforcement appeals research and after hours support	5,293			X		
4	Non-benefitted part-time year round assistance in Assessing, Collector, and Treasurer offices for 19.5 hours per week (Schedule C position - Professional/Technical Support Specialist (PTS)	39,424	X				
5	Year Round Parking Clerk for 9 hours per week (Schedule C position	11,934	X				
6							
7							
8							
9							
10							
11							
12							
13							
14							
15							
16							
17							
18							
19							
20							
21							
22							
23							
24							
25							
I	Total	68,006					
Sections							
	Amount Reported Under DSR2A Section 1	51,358					
	Amount Reported Under DSR2A Section 2						
	Amount Reported Under DSR2A Section 3	16,648					
	Amount Reported Under DSR2A Section 4						
II	Total	68,006					

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Fiscal Year 2023 Proposed Budget

Performance Improvement Funding Request DSR4					
Department	Finance/Information Technology Center			Fiscal Year	2023
Title	Applications Administrator			Priority	1
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
1. Salary and Wage	1.0	80,906.00			80,906.00
2. Expense		226.00			226.00
3. Operating Capital					
4. Department Total (1+2+3)		81,132.00			81,132.00
5. Other Costs		33,754.00			33,754.00
Budgetary Considerations				Yes	No
Does this request address a goal of the Select Board or other Board or Committee?					X
If yes, which Board or Committee?					
Has this request been submitted in the last three fiscal years and not funded?					X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?					X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				X	
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
Does the request support activities which produce revenue for the Town?				X	
If the request is not approved, will current Town revenues be negatively impacted?					X
Is there an increased exposure for the Town if the request is not approved?					X
Is specialized training or licensing required (beyond the initial purchase)?					X
Does this request address a documented health or safety issue?					X
All "YES" responses above must be explained in the narrative below					
Description and Explanation					
This request is to hire an additional Applications Administrator for the Information Technology Center to act in support of database and backend support of enterprise-wide applications as well as assist individual departments needing help procuring, implementing, or looking for services for applications to support those departments. The concept of having two Applications Administrators would be to have each Applications Administrator support specific enterprise applications such as Infinite Visions, ViewPoint Cloud Permitting, Kronos, the new replacement Revenue Application and share that knowledge between them, and then separately provide support to departments looking to add department specific application and then again share what knowledge they gathered from those requests. This would also be an opportunity to develop a consistent training regimen for those most used locally installed or remotely accessed products such as Office 365 and other supporting Microsoft products likes OneDrive and Teams, Citrix Workspace as well as basic computer skills and knowledge. This duplicity would help the Information Technology Center provide consistent support to the staff using these products during time off, sick time, or changes in staff specifically due to resignations limiting any delays to requests or support. The latter of these is cause for concern because if vacant the general and nuanced knowledge of software such as what was listed is lost with only the single Applications Administrator causing a very steep learning curve for anyone coming into the position, hindering any support for these applications.					

Fiscal Year 2023 Proposed Budget

Performance Improvement Funding Request DSR4			
Department	Finance/Information Technology Center	Fiscal Year	2023
Title	Applications Administrator	Priority	1
The Town is purchasing a new billing and collection application that can be rolled out to multiple departments. This will inevitably increase the number calls for support by Town departments, and communications with the software providers. Timely issuance of bills and the processing of payments is critical, having the additional position will provide the support and knowledge needed to keep system interruptions to a minimum. The assistance of Human Resources will be necessary for the recruitment, hiring, and onboarding of the individual selected for the position.			
V2023			

Fiscal Year 2023 Proposed Budget

Performance Improvement Funding Request Supplement DSR4S										
Position Title	Applications Administrator						Priority			
Classification	I-06	FT	☒	PT			Seasonal			
Part Time /Seasonal	Hours Per Week	37.50		Number of Weeks Per Year						
Compensation Detail										
Base Rate	FY2023 I-06 Step 11 Annual						80,906.00			
Other										
Other										
Other										
Other										
Other										
Other										
Other										
Other										
Salary and Wage Total							80,906.00			
If Funded the Position Will Require the Following Additional Items										
Description	No	Yes	Explain		Start Up Cost \$		Annual Recurring Cost \$			
Workstation		☒	Existing							
Vehicle	☒									
Computer		☒	Existing							
Software		☒	Additional License				226.00			
Mobile Communication Device	☒		Not Planned							
Uniform										
Tools										
Equipment										
Other										
Other										
Other										
Totals							226.00			
Estimated Annual Benefit Cost										
						33,754.00				
Description and Explanation										
The position would support the new billing and collection applications being procured during FY2022. The individual would be seated at a current workstation, so a purchase is not necessary.										

V2023

Fiscal Year 2023 Proposed Budget

Performance Improvement Funding Request DSR4				
Department	Finance/Accounting		Fiscal Year	2023
Title	Student Intern 2		Priority	2
DSR4				
Expenditure Classification	FTE	Frequency		Total Amount (A + B)
		Recurring Amount (A)	One Time Only Amount (B)	
1. Salary and Wage	.35	10,125.00		10,125.00
2. Expense		82.00	1,500.00	1,582.00
3. Operating Capital				
4. Department Total (1+2+3)	.35	10,207.00	1,500.00	11,707.00
5. Other Costs		782.00		782.00
Budgetary Considerations				Yes No
Does this request address a goal of the Select Board or other Board or Committee?				X
If yes, which Board or Committee?				
Has this request been submitted in the last three fiscal years and not funded?				X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?				X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				X
Does the request support activities which produce revenue for the Town?				X
If the request is not approved, will current Town revenues be negatively impacted?				X
Is there an increased exposure for the Town if the request is not approved?				X
Is specialized training or licensing required (beyond the initial purchase)?				X
Does this request address a documented health or safety issue?				X
<i>All "YES" responses above must be explained in the narrative below</i>				
Description and Explanation				
The accounting office is looking to hire summer help to keep the production of work under control during the end and beginning of the fiscal years. There are many steps that need to be accomplished when closing and opening fiscal years. There are also reconciliations and reports that are needed for the state and auditors. This request is for employment from May to August. If the funding is approved, the assistance of Human Resources Department to hire an individual annually is necessary, as well as ITC to set up the hired intern's technology and system access.				
V2023				

Fiscal Year 2023 Proposed Budget

Performance Improvement Funding Request Supplement DSR4S									
Position Title	Student Intern 2						Priority	2	
Classification	Sch-C	FT			PT		Seasonal	X	
Part Time /Seasonal	Hours Per Week		37.50		Number of Weeks Per Year			18	
Compensation Detail									
Base Rate	\$15.00 x 37.50 hours x 18 weeks					10,125.00			
Other									
Other									
Other									
Other									
Other									
Other									
Other									
Salary and Wage Total						10,125.00			
If Funded the Position Will Require the Following Additional Items									
Description	No	Yes	Explain		Start Up Cost \$		Annual Recurring Cost \$		
Workstation	X				0.00		0.00		
Vehicle	X								
Computer		X	Laptop		1,500.00				
Software		X	Standard Office suite and Email				82.00		
Mobile Communication Device	X								
Uniform	X								
Tools	X								
Equipment	X								
Other									
Other									
Other									
Totals					1,500.00		82.00		
Estimated Annual Benefit Cost							782.00		
Description and Explanation									
Student Intern for the summer months beginning May 1 through August 31. The office has a workspace, so a new workstation is not required. A new computer would be necessary because the department doesn't have a spare. However, the computer be used for more than one year.									

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Fiscal Year 2023 Proposed Budget

Finance Department	FY2023 DSR2 Request	FY2023 DSR4 Request	FY2023 Total Request	Total \$ Change from FY2022	Total % Change	Budget 2022	Expenditures 2021	Expenditures 2020	Expenditures 2019
Salary & Wage Regular	2,159,618.00	80,906.00	2,240,524.00	127,162		2,113,362.00	1,982,571.98	1,924,070.38	1,805,078.67
Salary & Wage Temporary	6,179.00	10,125.00	16,304.00	10,125		6,179.00		2,874.07	7,725.37
Salary & Wage Overtime	28,098.00		28,098.00			28,098.00	18,851.79	17,246.96	12,961.26
Salary & Wage Other	30,943.00		30,943.00	(2,615)		33,558.00	39,876.06	19,678.18	18,564.56
Salary and Wage Total	2,224,838.00	91,031.00	2,315,869.00	134,672	6.2%	2,181,197.00	2,041,299.83	1,963,869.59	1,844,329.86
Energy									
Non Energy Utilities									
Repairs and Maintenance	65,705.00		65,705.00	605		65,100.00	64,599.49	7,140.66	33,461.57
Rental and Leases				(1,000)		1,000.00			
Other Property Related									
Professional & Technical	1,038,385.00	308.00	1,038,693.00	338		1,038,355.00	908,361.04	757,144.10	667,443.48
Communications	140,910.00		140,910.00	3,770		137,140.00	136,404.38	119,911.39	108,735.62
Recreation									
Other Purchased Services	2,500.00		2,500.00			2,500.00	2,613.35	2,500.00	2,595.13
Energy Supplies									
Office Supplies	11,400.00		11,400.00	20		11,380.00	10,974.37	7,585.36	14,389.81
Building & Equipment Rprs/Sp									66.12
Custodial Supplies									
Grounds Keeping Supplies									
Vehicular Supplies									
Food & Service Supplies									
Medical Supplies									
Educational Supplies									
Public Works Supplies									
Other Supplies & Equipment	50,700.00	1,500.00	52,200.00	3,000		49,200.00	87,763.24	61,681.34	60,099.60
Governmental Charges	980.00		980.00			980.00	987.00	530.00	836.00
Travel & Mileage	13,600.00		13,600.00			13,600.00	1,328.74	6,233.08	12,410.81
Dues & Subscriptions	2,785.00		2,785.00			2,785.00	1,830.00	1,680.00	1,555.00
Other	2,500.00		2,500.00			2,500.00	58,157.90	2,313.00	2,313.00
Expense	1,329,465.00	1,808.00	1,331,273.00	6,733	0.5%	1,324,540.00	1,273,019.51	966,718.93	903,906.14
Capital Equipment	95,000.00		95,000.00			95,000.00	93,248.58	79,988.27	89,995.61
Budget Capital	95,000.00		95,000.00			95,000.00	93,248.58	79,988.27	89,995.61
TOTAL	3,649,303.00	92,839.00	3,742,142.00	141,405	3.9%	3,600,737.00	3,407,567.92	3,010,576.79	2,838,231.61

Fiscal Year 2023 Proposed Budget

Position Register Summary Description	Sch Grd	FY23 FTE	FY23 Estimate	FY23 %	FY22 FTE	FY22 Current	FY21 FTE	FY21 Final Budget
Assistant Town Manager Director of Finance	15	1.00	161,502		1.00	161,502	1.00	161,502
Director of Management Information Systems	14	1.00	122,326		1.00	122,326	1.00	122,326
Director of Assessing	12	1.00	118,249	0.0%	1.00	118,249	1.00	118,249
Town Accountant	12	1.00	111,637		1.00	111,637	1.00	111,637
Town Treasurer & Tax Collector	12	1.00	121,779		1.00	121,779	1.00	121,779
Assistant Director of Assessing	9	1.00	89,447	2.6%	1.00	87,185	1.00	85,620
Assistant Town Accountant	9	1.00	89,447	2.6%	1.00	87,185	1.00	85,614
Assistant Treasurer Collector	9	1.00	89,447	2.5%	1.00	87,248	1.00	85,702
Administrative Analyst	6	2.00	143,949	4.0%	2.00	138,450	1.00	71,061
Administrative Specialist	I5	1.00	66,963	4.3%	1.00	64,175	1.00	58,227
Applications Administrator	I7	1.00	84,942	3.0%	1.00	82,446	1.00	79,131
Computer Operator	I3	1.00	66,905		1.00	66,905	1.00	66,905
Field Assessor	I6	1.00	72,423	4.0%	1.00	69,615	1.00	65,676
Finance Assistant	I4	3.00	180,844	4.1%	4.00	173,648	4.00	225,344
GIS Database Administrator	I7	1.00	85,605		1.00	85,605	1.00	85,605
Network Manager	I11	1.00	106,022	0.7%	1.00	105,261	1.00	105,261
Office Assistant	I2	2.00	116,494	13.3%	2.00	102,844	2.00	101,050
Payroll Coordinator	I6	1.00	70,317	4.3%	1.00	67,392	1.00	65,676
Procurement Officer	9	1.00	95,219	2.0%	1.00	93,347	1.00	91,855
Technology Support Technician	I6	1.00	77,747	2.1%	1.00	76,167	1.00	74,217
Longevity			11,955	5.7%		11,307		10,607
Differential			16,964	0.7%		16,842		16,842
Education								
Extra Holiday								
Other Pay				-100.0%		3,000		3,000
Stipends								
Budget Adjustment			8,077	2.4%		7,889		9,079
Total		24.00	2,108,260	2.2%	25.00	2,062,004	24.00	2,021,965

Fiscal Year 2023 Proposed Budget

Department Spending Request Short Form		
Budget	Finance Committee	
Purpose		
The Finance Committee is responsible for recommending a balanced budget for the following fiscal year to Town Meeting for its consideration and vote. Of equal importance, the Finance Committee makes recommendations to Town Meeting on capital requests and all other issues with financial implications. The Finance Committee also oversees the Reserve Fund and is responsible for authorizing any transfers needed to other parts of the operating budget for unforeseen expenses.		
Budget Statement		
This budget request is \$2,282 higher than the current FY2022 budget. The budget provides for the salary of one half-time staff employee (\$41,904) and committee expenses (\$1,460). Expenses include dues for the Association of Town Finance Committee (ATFC) which the Finance Committee is a member, for professional and technical expense related to conference attendance which members and staff may attend, and office supplies.		
Accomplishments and Activities		
The Finance Committee works closely with the Select Board, the School Committee, the Permanent Public Building Committee and other boards and committees, as well as Town and School Administrators, to develop the annual Town budget that is presented to Town Meeting. The Finance Committee also reviews the five-year capital plan, and monitors current spending and considered planned future spending needs. Some of the Finance Committee's most significant recent accomplishments include: -Development of the FY2022 operating budget to recommend to Town Meeting, after holding budget review hearings with heads of each Town department; -Making recommendations to Town Meeting on capital requests and warrant articles with financial implications; -Oversight of Reserve Fund and authorization for transfers to other budget lines as needed; -Review of the FY2022-FY2026 Capital Improvement Plan; -Monitoring the effects of COVID-19 pandemic on Town operations, budget and revenue -Consideration and review of the proposed renovation of the Emery Grover building, and the examination of other potential sites for School Administration; -Review of the new School Master Plan and the time line for proposed construction projects; -Monitoring costs of ongoing capital construction projects including the Public Safety buildings, and the additional Covid-safety measures undertaken in school buildings.		
Description	Purpose	Amount
Finance Committee, Executive Secretary	Personnel support for Finance Committee activities.	41,904
Registration fees	ATFC and MMA Annual Meetings	990
Dues	ATFC Annual Dues	370
Office Supplies	General supplies, name plates	100
Total Request		43,364
Spending Request Recap		

Fiscal Year 2023 Proposed Budget

Department Spending Request Short Form			
Budget		Finance Committee	
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	41,904		41,904
b) Expenses	1,460		1,460
c) Total DSR2 & DSR4	43,364		43,364
V2023			

Fiscal Year 2023 Proposed Budget

Finance Committee	FY2023 DSR2 Request	FY2023 DSR4 Request	FY2023 Total Request	Total \$ Change from FY2022	Total % Change	Budget 2022	Expenditures 2021	Expenditures 2020	Expenditures 2019
Salary & Wage Regular	41,904.00		41,904.00	2,222		39,682.00	39,676.96	38,373.92	37,257.48
Salary & Wage Temporary									
Salary & Wage Overtime									
Salary & Wage Other									
Salary and Wage Total	41,904.00		41,904.00	2,222	5.6%	39,682.00	39,676.96	38,373.92	37,257.48
Energy									
Non Energy Utilities									
Repairs and Maintenance									
Rental and Leases									
Other Property Related									
Professional & Technical	990.00		990.00	60		930.00	105.00	185.00	595.00
Communications									
Recreation									
Other Purchased Services									
Energy Supplies									
Office Supplies	100.00		100.00			100.00	10.89		
Building & Equipment Rprs/Sp									
Custodial Supplies									
Grounds Keeping Supplies									
Vehicular Supplies									
Food & Service Supplies									
Medical Supplies									
Educational Supplies									
Public Works Supplies									
Other Supplies & Equipment								22.59	25.00
Governmental Charges									
Travel & Mileage									
Dues & Subscriptions	370.00		370.00			370.00	345.00	345.00	345.00
Other									
Expense	1,460.00		1,460.00	60	4.3%	1,400.00	460.89	552.59	965.00
TOTAL	43,364.00		43,364.00	2,282	5.6%	41,082.00	40,137.85	38,926.51	38,222.48

Fiscal Year 2023 Proposed Budget

Position Register Summary Description	Sch Grd	FY23 FTE	FY23 Estimate	FY23 %	FY22 FTE	FY22 Current	FY21 FTE	FY21 Final Budget
Finance Committee, Executive Secretary	Sch	0.50	41,743	5.6%	0.50	39,530	0.50	39,525
Longevity								
Differential								
Education								
Extra Holiday								
Other Pay								
Stipends								
Budget Adjustment			161	5.9%		152		152
Total		0.50	41,904	5.6%	0.50	39,682	0.50	39,677

Department Information DSR1	
Department	Planning and Community Development
Department Mission	
The Planning and Community Development Department includes three divisions namely, Planning, Conservation, and the Board of Appeals under a single Planning and Community Development budget. The Department is tasked with protecting and advancing the quality of life in Needham through the application of sound land use planning principles and development review standards; facilitating informed land use decisions through community participation and a collaborative process; protecting and enhancing safe, livable neighborhoods which reflect and preserve Needham's unique and historic character; supporting and encouraging healthy reinvestment in the community to provide for a strong local economy; and promoting smart planning and a sustainable future for generations to come.	
On the Horizon	
<u>Covid-19 Protocol and Department Transition</u> With the advent of the Covid-19 pandemic, the Planning and Community Development Department transitioned to a work protocol which was totally remote and where the permitting obligations across all divisions were re-envisioned in this new environment. To that end, the Department set up an electronic permitting protocol which allowed the Planning, Conservation and Zoning Board of Appeals (ZBA) divisions to continue to meet their respective statutory permitting obligations remotely and without interruption. Applications were accepted remotely, filings were made with the Town Clerk, decisions were signed and recorded at the registry all in the post Covid-19 environment as had been the case before the pandemic. Tasks which needed attention in the office with physical attendance were coordinated across staff and times in the office were coordinated to assure there was no in-person staff interaction. Meetings with applicants were held remotely with zoom and with other Departments such as Building, Police, Fire, Engineering participating as necessary. All Board meetings and public hearings were moved to the zoom format as well. Lastly, the Design Review Board which had long been the least formal in its meeting format was moved to electronic filing and staffing consistent with the remainder of the division. Although it was a challenging time of learning new tools and designing new methods for accomplishing Department goals, Department staff were successful in keeping the Department running smoothly and in assuring that the Board's served were able to meet their statutory obligations. In July of 2021, the Department moved to providing staff coverage across its all its divisions during normal business hours. Operational improvements accomplished during the most active part of the pandemic such as electronic permitting and remote meetings with applicants and other Departments have continued. Further all Boards which the Department serves namely the Planning Board, Conservation Commission, Board of Appeals and Design Review Board continue to meet under the zoom meeting format. <u>Key Challenges</u> The key challenges facing the Planning Board and the Planning and Community Development Division 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 Needham Crossing area. Unlocking the economic potential of both Needham Center and the Needham Crossing area remains an overarching goal of the Board and Department. <u>Needham Crossing Business Center Planning</u>	

Department Information DSR1	
Department	Planning and Community Development
The Planning and Community Development Division has focused on the recommendations outlined in the Needham Crossing Business Center Planning study completed in the fall of 2011 and its implementation at the Center 128 project site. Most specifically, the Planning and Community Development Division continues to oversee the permitting and build-out which is occurring within the New England Business Center and the Center 128 project in particular. Plan review and permitting for Center 128 comprising three components was conducted by the Division as follows: Center 128 West, Center 128 East, and the 2nd Avenue Residences. The Center 128 West Development, approved by the Planning Board in April of 2013, consists of: (a) four office/research and development buildings with a total combined square footage of approximately 740,000 square feet; (b) two free standing parking garages (to contain a combined 3,525 parking spaces); (c) 117 surface parking spaces; (d) a hotel comprising approximately 89,740 square feet and containing 128 guest units, together with (e) associated driveways, landscaping and other associated site improvements. A portion of the development has been constructed, which includes the hotel, building 3 (currently occupied by TripAdvisor, Inc.), a portion of Garage B (2,070 spaces) and 153 interim surface parking spaces. Accordingly, three (3) office buildings (Buildings 1, 2 and 4) with an aggregate of approximately 452,000 square feet, Garage A, a portion of Garage B, and the remaining associated landscaping, driveways and other site improvements have yet to be developed. In October 2020 Boston Children's Hospital filed a special permit application with the Planning Board seeking to amend the approval for Center 128 West. The Applicant is seeking to construct Building 1 as an approximately 224,000 square foot Pediatric Medical Facility, to complete the construction of Garage B by adding 530 parking spaces and to construct an interim surface parking lot with 105 spaces at 37 A Street. Building 2 and Building 4 are expected to be constructed later and the approved use is currently expected to remain office as set forth in the existing special permit. The special permit amendment for this project was issued by the Planning Board in January 2021. The Center 128 East Development, approved by the Planning Board in November of 2015, includes 420,429 square feet of office space, 19,000 square feet of retail space, a 128-room hotel and surface parking area. Components of the Center 128 East completed project include: the expansion of Parking Garage B at Center 128 West to accommodate the redevelopment planned at Center 128 East, the renovation and occupancy of the building located at 77A Street to accommodate the SharpNinja headquarters and the renovation of the building located at 189 B Street to accommodate the new NBC Universal headquarters. Construction of the hotel and retail space remains to be completed under the project. In summary, Center 128 at completion (with the Boston Children's Hospital amendment) will include a Pediatric Medical Facility, three new office buildings and two renovated buildings totaling 1,160,400 square feet, two 128-room hotels, and 19,000 square feet of retail space. Parking for 4,100 cars distributed across 3 structured parking garages along with surface parking for 778 cars is also planned. The combination of elements will represent a major step forward in the implementation of the vision developed for the district. Lastly, the construction of the 2nd Avenue Residences comprising 390 residential housing units and associated structured parking at 2nd Avenue was completed in the spring of 2018 with full rent-up completed in the fall of 2019. Securing grants for roadway improvements in the Needham Crossing area to complement the anticipated build-out continues to be a Departmental priority. Having successfully applied for	

Department Information DSR1	
Department	Planning and Community Development
grants with the City of Newton (MassWorks) to expedite the Highland Avenue corridor project, the Division continues to work with Newton, MassWorks and the Boston Region Metropolitan Planning Organization (MPO) to guide the project's implementation and to make sure that Needham's interests are represented and protected. Additionally, the Planning and Community Development Division continues to work with Newton to try to locate funding for an engineering feasibility study of the unused MBTA rail running parallel to Needham Street and Highland Avenue. Both municipalities realize that mass transit is the only way to realize full economic development within the N² corridor. Lastly, the Division has worked with the City of Newton on the N² initiative project. The N² group obtained funding from the Federal Economic Development Commission to match public and private gifts for a total of \$100,000.00 to create a sustainable marketing initiative for the corridor. The report was completed in FY2016 and included an overall marketing plan for the corridor and specific recommendations for attracting high tech and life science industries to the locale. As a result of this work the Needham/Newton Chamber of Commerce raised \$325,000 to implement the recommendations of the 2016 study to promote targeted, sustainable, and well-planned development in the N² Innovation District. A district director was hired, marketing materials created, and a website to promote the district and encourage economic development implemented. <u>Needham Center Planning</u> The Planning and Community Development Division further continued with implementation of the Needham Center Planning effort. The Planning Board has initiated a review of the zoning plan which was established for Needham Center and the Lower Chestnut Street area through the Overlay District to determine if it is meeting its stated objective of establishing a pedestrian friendly streetscape with multi-use development in the form of a traditional New England Village. Further, the Department and Planning Board are coordinating with the BI Deaconess Needham hospital as it finalizes its master plan for the hospital's Needham campus and considers redevelopment opportunities along the Chestnut Street corridor. <u>Affordable Housing Trust, Small Repair Grant Program and Emergency Rental Assistance Program</u> The Housing Division supports the Town's efforts to promote and maintain affordable housing opportunities in partnership with the Needham Housing Authority (NHA), non-profit and for-profit developers and service providers, other Town departments, as well as other public entities. The Housing Division also provides professional support to collect and analyze housing-related data, coordinates potential affordable housing initiatives, monitors affordability for several housing developments, ensures compliance with funding sources, and addresses inquiries related to housing issues. Another important activity involves the staffing of the Needham Affordable Housing Trust which was established in 2018 to serve as the Town's entity for overseeing housing issues and managing a dedicated fund in support of affordable housing initiatives. The Fund has been receiving funds related to the monitoring of affordable housing units, including resale fees as affordable homeownership unit's turnover. The 2019 Annual Town Meeting approved \$50,000 in funding from the Town's General Fund to introduce a new Small Repair Grant Program. The 2021 Annual Town Meeting appropriated an additional \$50,000 in funding to continue program benefits for eligible Needham residents. The Small Repair Grant Program provides financial assistance to low-and moderate-income Needham residents to make repairs and alterations to their homes for health and safety reasons. Up to \$5,000 in grant funding is currently available per participant, and applications are evaluated and	

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prioritized based on the extent of the health and safety problems and the financial need of the applicants. Eligible applicants must be 60 years or older or have a disability with incomes at or below 80% of area median income. Grants are awarded during two funding rounds per year. Eligible work items include minor plumbing or electrical work, light carpentry, doorbell switches, window or door repairs or replacements, railing repairs, broken or clogged gutters or downspouts, step or porch improvements, work on locks, smoke/CO2 detectors, weather stripping, bathroom grab board, raised toilets, hand-held shower heads, among others. All of the funding from the 2020 fiscal year appropriation was encumbered with 13 initial participants, however, one participant dropped out due to limited capacity to follow through on the work and another ultimately did not require the full amount of the awarded grant. Consequently, almost \$6,000 was folded over to support 2022 fiscal year applicants. The first round of the 2022 fiscal year involved six qualifying participants with a total funding commitment of \$25,418. The second round of funding was launched in October 2021 with applications due by November 1, 2021. It is anticipated that the current 2022 fiscal year appropriation will be committed during the program’s second round. The Department has submitted a DSR5 request for \$50,000 in funding for the Small Repair Grant Program from the Town’s General Fund for the 2023 fiscal year. The Town of Needham introduced the Emergency Rental Assistance Program (ERAP) in the 2021 fiscal year to provide temporary financial support for qualifying Needham renters who had suffered a reduction in income due to the pandemic. Town Meeting approved \$120,000 in funding from Community Preservation Funds on October 4, 2020, and an additional \$50,000 in funds were secured as part of the Massachusetts Covid-19 Relief Fund through the Foundation for Metro West. Through a Request for Proposals (RFP) process, the Town selected the regional non-profit housing organization, Metro West Collaborative Development (Metro West CD), as the Program Administrator. Metro West CD proposed an administrative fee of \$450 per participant to support its program oversight, including an additional \$50 per participant for any recertification work related to potential extensions of benefits. The Program included the following major provisions: • Provide up to six months of rental assistance, paid directly to landlords, at 50% of rent and a monthly cap of \$1,500. • Participants must have a total household income at or below 80% of area median income for the Boston-Cambridge-Quincy area adjusted for household size, the limits of which are included in the following table. <table><tr><th>Household Size</th><th>1 person</th><th>2 persons</th><th>3 persons</th><th>4 persons</th><th>5 persons</th><th>6 persons</th></tr><tr><td>Income Limit @ 80% AMI</td><td>\$70,750</td><td>\$80,850</td><td>\$90,950</td><td>\$101,150</td><td>\$109,150</td><td>\$117,250</td></tr></table> • Applicants also had to demonstrate reduced income due to COVID-19. • Qualifying households living in any private rental unit, including Chapter 40B rental units, would be eligible for assistance. • Households currently receiving government-funded rental assistance such as Section 8, MRVP or RAFT were not eligible. Households living in public housing or in units subsidized with Project Based Section 8 were also not eligible. The Program supported a total of 23 households and committed a total of \$147,756 in benefits. It also involved the expenditure of \$10,394.50 in funds to cover administrative costs for Metro							Household Size	1 person	2 persons	3 persons	4 persons	5 persons	6 persons	Income Limit @ 80% AMI	\$70,750	\$80,850	\$90,950	\$101,150	\$109,150	\$117,250
Household Size	1 person	2 persons	3 persons	4 persons	5 persons	6 persons														
Income Limit @ 80% AMI	\$70,750	\$80,850	\$90,950	\$101,150	\$109,150	\$117,250														

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West CD's operations resulting in a total of \$158,150 out of the total \$170,000 allocated. This left a balance of \$11,850 that can be returned to the Town's Community Preservation Fund. There remains the potential that up to \$100,000 of CPA funds committed and expended for payment assistance may be reimbursed to the Town, and ultimately the Community Preservation Fund, through the federal CARES Act. <u>Conservation Division Fiscal 2022 Goals</u> Finally, the Conservation Division has identified the following primary goals for FY2022: (1) Fulfilling ongoing obligations for technical support of the Conservation Commission through processing of permit applications under the MA Wetlands Protection Act and the Town of Needham Wetlands Protection Bylaw; (2) Assisting in the implementation of the Comprehensive Trails Master Plan in conjunction with the Park and Recreation Department and the re-invigorated Trails Advisory Group; (3) Continuing the coordination of the Ridge Hill/Nike Study and Assessment - This project will assist the Town in characterizing existing site conditions and constraints and identifying potential uses that may be possible; (4) Assisting various Town departments in assessing compliance with the Town's NPDES permit and other initiatives; (5) Expanding management activities on Conservation lands to promote use and protect valuable natural resources; (6) Implementing a signage initiative to improve consistency and quality of signage at conservation lands across town, purchase trail markers, maintain and/or construct new kiosks as well as bird boxes for various properties; (8) Organize themed trail walks with the public and Conservation Commissioners on Conservation lands; and (9) Continue to facilitate presentations to the public on interesting, timely topics.	
Budget Statement	
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 the 2010 reorganization the Planning and Economic Development functions were retained under a single 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 and Economic Development budget and Community Development budget. 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. In Fiscal Year 2013, the Planning and Economic Development Department added a part-time Community Housing Specialist position. The Housing Specialist provides administrative and technical support relating to affordable housing issues, coordinates the efforts of various town boards and committees in the development of affordable housing opportunities, and assists in the implementation of the Town's Community Housing Plan. In Fiscal Year 2016 a further consolidation occurred with the merging of the Planning, Economic Development, Conservation and Board of Appeals budgets into a single Planning and Community Development budget. In Fiscal Year 2021 the Economic Development Director position was reclassified to Economic Development Manager and the position was moved from the Planning and Community Development Department to the Select Board under the Town Manager. Additionally, a Recording Secretary position was added to the Department to support the regulatory function of the Design Review Board. Lastly, on September 14, 2021 the Personnel Board approved the retitle and reclassification of the Administrative Specialist I-05 for the Zoning Board of Appeals to a Zoning Specialist GT-06 to adequately meet the professional and	

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In FY2004, Needham, through its then Planning Department, joined the HOME Consortium based in Newton, which made available approximately \$67,000 annually for affordable housing purposes. Funding at the \$67,000 level continued through FY2012. In FY2013 the federal appropriation to the Home Program was reduced and thus Needham's annual allocation was lowered to approximately \$36,000 annually. Beginning in FY2014 HOME funds not spent by a member community during the year have been placed in a pool where said funds are awarded on a competitive basis to Consortium members. Previously Needham was able to allow its funds to accumulate over a period of five to six years so that a critical mass could be developed to support a desired project. Although project funding is not guaranteed it is felt that having a Housing Specialist on staff will give Needham the professional capacity to compete for funding with other Consortium communities that already have in-house staff support. Funding for administrative costs under the program has continued at approximately \$2,700 annually.

Revenue for FY2022 is expected to remain in the range of historic norms following a slight increase in FY2019 and FY 2021 due in large part to two significant projects at Center 128 East namely NBC Universal in FY 2019 and Children's Hospital in FY 2021.

Table 2: Planning and Community Development Application Fees & Grants

	FY '19	FY '20	FY '21	FY '22 *	FY '22 **
Application Fees	\$26,168	\$12,271	\$32,844	\$2,027	\$15,000
Zoning By-Laws	\$15	\$60	\$40	\$20	\$40
Zoning Maps	\$15	\$15	\$15	\$0	\$15
Subdivision Regulations	\$0	\$0	\$0	\$0	\$0
Grants/Donations	\$5,369 ^a	\$2,194 ^b	\$2,505 ^c	\$2,680 ^d	\$2,680 ^d
Traffic Mitigation Fee					
Total	\$31,567	\$14,540	\$35,404	\$4,727	\$16,575

^aHome Program (\$5,369 received).

^bHome Program (\$2,194 received).

^cHome Program (\$2,505 received).

^dHome Program (\$2,680 received).

*Revenue received July 1, 2021 through October 20, 2021.

**Projected revenue to June 30, 2022.

Conservation Division

During FY2021, the Conservation Commission met formally a total of twenty-one (21) times and held a total of thirty-two (32) public hearings. During FY2021 the Conservation Commission collected a total of \$10,865.00 in fees and there was one (1) fine issued for \$1,100.00.

Table 3: Conservation Commission Public Hearings, State & Bylaw Fees & Enforcement Fines

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Fiscal Year	Number of Public Hearings	Total Fees Collected (WPA & Town Bylaw)	Town Portion of State WPA Fee	Enforcement Order Fines Collected
FY 2018	35	\$20,812	\$ 5,062.00	0
FY 2019	30	\$10,810	\$ 3,350.00	\$300
FY 2020	16	\$8,750	\$ 2,500.00	\$2,200
FY2021	32	\$4,470	\$ 6,395.00	\$1,100

Board of Appeals Division

In FY2021, the Board of Appeals met formally a total of twelve (12) times and held a total of thirty-two (32) public hearings and five (5) informal hearings. During FY2021, the Board of Appeals collected a total of \$8,000 in fees in fulfilling its regulatory function as noted below.

Table 4: Board of Appeals Public Hearings, Informal Hearings & Fees

Fiscal Year	Number of Public Hearings	Number of Informal Hearings	By-Law Fees Collected
FY 2017	20	4	\$7,964
FY2018	30	2	\$4,900
FY2019	39	2	\$9,300
FY2020	26	1	\$9,600
FY2021	32	5	\$8,000

Accomplishments and Activities

Planning and Community Development Division

The Planning Board is charged with broad statutory responsibilities to guide the physical growth and development of Needham in a coordinated and comprehensive manner. Specifically, the Planning Board is legally mandated to carry out certain provisions of the Subdivision Control Law (M.G.L., Chapter 41, Section 81-K to 81-GG) and of the Zoning Act (M.G.L., Chapter 40A). These legal responsibilities are reflected locally in the Subdivision Rules and Regulations and Procedural Rules of the Planning Board, and in the Town's Zoning By-Law. The specific services that the Planning Board provides are as follows:

Review and Approval/Disapproval of:

- Approval-Not-Required (ANR) Plans
- Preliminary Subdivision Plans
- Definitive Subdivision Plans*, including ongoing administration
- Site Plans of certain larger developments (major projects)*
- Residential Compounds (RC's)*
- Scenic Road Applications
- Outdoor Restaurant Seating Applications

* This includes Special Permit Decisions, with legal notices, public hearings, and written decisions.

Review and Advisory Reports on:

- Site Plans of certain smaller developments (minor projects)

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• Applications to the Board of Appeals for variances and special permits • Petitions for acceptance/discontinuance of public ways Initiation, Development, and Presentation of Proposed Zoning Amendments to Town Meeting Reprinting of Town Zoning By-Laws and Zoning Map Preparation and Maintenance of a Master Plan and related planning studies to guide future physical growth and development in Needham (including studies referred to the Board by Town Meeting) Revisions to "Subdivision Regulations and Procedural Rules of the Planning Board" and printing of the same Provision of Information on Planning, Zoning and Development matters to the public (including residents, developers, and other government agencies) In its capacity as a special permit granting authority, the Planning Board in FY2021 processed thirteen (13) applications as "Major Projects" under the Site Plan Review By-Law. This represented a decrease in the number of applications filed over prior pre-pandemic fiscal years where filings had historically averaged 20 filings per year. Permitting activity for FY2022 however is expected to increase to historical levels. In addition, the Board reviewed and approved two (2) subdivision plans, and five (5) plans were endorsed "Approval-Not-Required (ANR)" under the Subdivision Control Law, meaning that the lots created or altered on such plan's met minimum frontage requirements. The Board of Appeals referred thirty-seven (37) applications for variances, special permits, comprehensive permits, and administrative appeals to the Planning Board last year, and as required by the Zoning By-Law, the Board reviewed each application and submitted its recommendations in writing to the Board of Appeals were warranted. Planning Studies currently underway and recently completed are as follows: <u>Affordable Housing Plan</u> The Town of Needham has not had an approved Housing Plan in place since 2007, although it has made considerable progress in producing affordable housing since then, adding 894 new affordable units and surpassing the state affordability goal of 10%. Despite reaching this threshold, the Town recognizes that significant unmet housing needs remain in the community, particularly in the context of unprecedented housing prices and the pandemic. Consequently, the Planning Board has determined that it will revisit its housing agenda by obtaining updated documentation on the local housing dynamic and will prepare a Housing Plan to strategically address identified priority housing needs. The preparation of this Housing Plan will use a similar process to that established for the 2007 Affordable Housing Plan. First, the Planning Board will appoint a Working Group of representatives from appropriate boards and committees to work with staff from the Planning and Community Development Department in overseeing community outreach and preparing the document. The composition of the Working Group for the 2007 Plan included 2 representatives of the Planning Board, 2 from the Needham Housing Authority, 2 from the Select Board, 2 at-large members, as well as a representative from the Board of Health, Council on Aging, Finance Committee and Parks and Recreation Commission. For the 2021 Plan the composition of the Working Group will include 2 representatives of the Planning Board, 2 from the Select Board, 2 at-large members, as well as	

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a representative from the Housing Authority, Board of Health, School Committee, Community Preservation Committee, Council on Aging, Finance Committee and Zoning Board of Appeals. Second, the planning process will incorporate an inclusive public process to engage local leaders and residents in the process of establishing local housing priorities. This process will include the following major components: (1) Interviews with housing stakeholders including representatives of the Needham Housing Authority, Council on Aging, League of Women Voters, Equal Justice Needham, etc. (2) Community workshops that include small breakout group activities that engage participants in a local visioning process on housing, allowing residents to weigh-in on key questions related to housing challenges, goals, and priority actions. (3) A community housing survey to obtain input on local needs and key approaches to address these needs. (4) A final community-wide meeting to present the Plan and obtain further input. Key components of the Plan would include the following: (1) An Executive Summary that highlights the key takeaways from the Plan. (2) A list of community housing goals that would include the results of the visioning process as part of the first community housing workshop. (3) A Housing Needs Assessment that provides documentation on key indicators of need. (4) A Strategic Action Plan that includes the actions that the Town will pursue to promote greater housing diversity and affordability including the timeline for implementation and responsible entities. (5) A list of local and regional housing organizations and entities. (6) A glossary of housing terms. (7) A summary of housing-related regulations and resources. This planning effort is scheduled to begin in September of 2021 and to conclude in September of 2022. <u>Land Use and Zoning Study for the Industrial-1 and Industrial Districts:</u> The Land Use and Zoning Study for the Industrial-1 and Industrial Districts was successfully completed in May of 2021 with the adoption of the Highway Commercial 1 Zoning District and the rezoning of the Muzi Ford and Channel 5 properties into that district. In response to input received at the October 2019 Special Town Meeting (Concerns with the overall density profile, traffic impact, use profile and lack of sustainable development principles were noted by Town Meeting members), a Town-wide Community meeting was held in January 2020 with residents, neighbors, public officials, businesses, and landowners to further develop and refine the Town's overall land use goals and strategy for the Highway Commercial 1 Zoning District. Additionally, a working group comprising representatives from the Planning Board, Select Board, Finance Committee, and Council of Economic Advisors was established to review the policy objectives of the Highway Commercial 1 district and to offer strategies to address the concerns raised at both the October 2019 Special Town Meeting and the January 2020 Community meeting. The working group commissioned an updated traffic study of the district to determine the capacity of the Town's traffic infrastructure to accommodate development at variable density and use profiles. 3D modeling and an updated fiscal impact analysis of the district were then completed once the density and use profile of the district were finalized consistent with the capacity of the Town's traffic infrastructure to accommodate development at variable density and use profiles. A revised zoning and land use plan were then prepared which initiative was then expressed in the regulatory framework detailed in zoning articles presented to and adopted by the May 2021 Annual Town Meeting. Briefly, the following six adjustments were made from the 2019 rezoning proposal to the adopted 2021 proposal as follows: (1) The overall density of development within the district was further reduced. Specifically, the as-of-right floor area ratio (FAR) has been reduced from 1.0 to .70 and the special permit FAR has been reduced from 1.75 to 1.35. (2) The maximum building height within the district has been reduced by one story for both the as-of-right and special permit condition. (3)	

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The building setback distance along Gould Street and Highland Avenue has been increased from 20 feet to 50 feet. The noted 50-foot setback area is required to be a landscaped buffer area designed to screen the development from the street. (4) The required open space on the lot has been increased from 20 percent to 25 percent. (5) Permitted uses within the district have been expanded to include multi-family dwellings with an affordable housing requirement of 12.5 percent. (6) The special permit criteria for permit issuance has been expanded to include green building standards. With the rezoning, in time, this area should attract significant high value redevelopment consistent with the Town's land use objectives, which will be overseen by the Planning Board under its site plan review and special permit obligation. Detail of the zoning articles is presented below in the Fiscal Year 2021 Zoning Initiatives as Article 5 and Article 6. <u>Fiscal Year 2021 Zoning Initiatives</u> In Fiscal Year 2021 four major zoning initiatives as described below were adopted by Town Meeting. Articles 3 and 4 were presented at the October 2020 Special Town Meeting. Articles 5 and 6 were presented at the May 2021 Annual Town Meeting. <u>Article 3. Amend Zoning By-law - Avery Square Overlay District</u> Articles 3 and 4 are Zoning By-law amendments that are intended to facilitate the redevelopment of the currently vacant Carter Mill Building at the corner of Highland Avenue and West Street. The Carter factory and mill was established at that site beginning around 1865, and, for the next 125 years until approximately 1990, the factory and mill operated at that location. The building has become a well-known landmark in Needham. In 1993, the building was approved for the Avery Crossing Assisted Living Facility and Avery Manor Nursing Home. In 1995, a small portion of the building was also approved for medical office use. In 2017, Avery Crossing and Avery Manor were closed, as well as the medical offices, and the building has remained vacant since that time. The Bylaw amendments will allow the empty Carter Mill building to be renovated to create a senior housing community (155 units are proposed), including age restricted Independent Living apartments (72 units proposed), Assisted Living apartments (55 units proposed), and Memory Care units (28 units proposed). Accordingly, Article 3 proposes to create the Avery Square Overlay District ("ASOD") and lays out the regulatory framework for the new overlay district, while Article 4 describes its geographic boundaries. The boundaries of the ASOD match the boundaries of property on which the former Carter Mill building sits, except at the southern end of the property, where the overlay district boundary matches the boundary of the Avery Square Business District. The overlay district's key provisions are summarized below. <u>Permitted Uses</u> The ASOD Article lists the uses that are allowed as-of-right or by special permit. The use schedule largely mirrors that of the underlying Avery Square Business District with the following additional uses allowed by special permit: Assisted Living and/or Alzheimer's/Memory Loss Facilities; Independent Living Apartments; and Mixed-use buildings containing, as primary uses, such uses as are allowed by special permit or by right in the Avery Square Overlay District or the Avery Square Business District, as well as accessory uses subordinate to and customarily incidental to the primary uses. The ASOD Article specifies that the Planning Board will be the Special Permit Granting Authority	

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for all such special permits. <u>Allowable Building Height, Number of Stories, and Building Bulk</u> The maximum allowable building height (including mechanical structures such as HVAC equipment) in the ASOD is 44 feet. The building may include, but not exceed, four (4) stories, all of which may be occupied. At present, the building includes three stories, all of which were occupied while the Avery Crossing Assisted Living Facility and Avery Manor Nursing Home were in operation. The maximum floor area ratio ("FAR") in the ASOD is 1.1. <u>Restrictions on the 4th Story</u> Under the Article, the total floor area of any fourth-floor addition to the existing building may not exceed thirty-five percent (35%) of the total roof area of the existing building. For the fourth story, minimum setback requirements, measured from the façade(s) of the building, are as follows: from the eastern facade of the building (facing Highland Ave), fifteen (15) feet; from the northern façade of the building (closest to and facing West Street), one hundred and ten (110) feet; from the western facade of the building, zero (0) feet; from the southern facade of the building, thirty-five (35) feet. No fourth story setback from the north-facing building façade would be required with respect to any portion of any building that is set back from West Street at least two hundred (200) feet. The minimum setbacks and limit on the percentage of the existing footprint of the building that can be used for a fourth story will reduce the visual impact of the fourth story. <u>Affordable Housing</u> In the ASOD Warrant Article, twelve and one-half percent (12.5%) of the Independent Living Apartments must be affordable units. Fractions are rounded up to the nearest whole number. There is no affordable housing requirement for Assisted Living and Alzheimer's/Memory Loss Facilities. <u>Article 4. Amend Zoning By-Law – Map Change to Avery Square Overlay District</u> This article describes the geographical boundaries of the new Avery Square Overlay District, which is bounded on the north by West Street; on the east by Highland Avenue; on the south by the northern and western boundaries of the property located at 1049 Highland Avenue and the northern boundary of the property located at 95 Dana Place; and on the west by the MBTA commuter railroad right-of-way. <u>Article 5. Amend Zoning By-law – Highway Commercial 1</u> Article 5 proposes to create the Highway Commercial 1 District and lays out the regulatory framework for the new overlay district. <u>Schedule of Uses</u> First the article details the uses allowed by right and those by special permit in the new Highway Commercial 1 zone District. Key changes to the use listing include allowing up to 240 units of multi family dwelling units; allowing greater retail by special permit for more than 5,750 sq. ft. and less than 10,000 sq. ft. (current limit 5700 sq. ft.); allowing grocery stores of up to 10,000 square feet by special permit; clarifying medical services allowed by right and by special permit (as was done in the Needham Crossing zoning); standardizing the medical laboratory and research and	

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development defined uses; allowing by right more than one use and more than one building on a lot; changing theaters, bowling alleys, skating rinks, billiard rooms and similar commercial amusement or entertainment places from by right to special permit; deleting indoor movie theaters from allowed uses; precluding single family detached dwellings from allowed uses; and precluding certain industrial uses in the district including, inter alia, commercial garages, contractor's yards, lumber or fuel establishments, medical clinics, and previously allowed warehousing, manufacturing and industrial services. The purpose of the use changes are: (1) to ensure that uses allowed by right or by special permit will maximize the economic value of redevelopment to the Town; (2) to ensure that the permitted uses within the district are consistent with the Town's land use goals for this gateway location and the Highland Avenue Corridor; and (3) to subject certain uses presently allowed by right to the special permit process so that they may be properly vetted by the permit granting authority as to impacts and mitigation. <u>Dimensional and Density Requirements</u> Second the article creates the dimensional requirements for the new Highway Commercial 1 zone. The article establishes height restrictions for the district based upon measured distance from Gould Street and Highland Avenue. For the as-of-right circumstance development within 200 feet of Gould Street and 200 feet of Highland Avenue would be limited to a maximum height of 35 feet and 2 ½ stories and beyond 200 feet to a maximum height of 56 feet and 4 stories. For the special permit circumstance development within 200 feet of Gould Street and 200 feet of Highland Avenue would be limited to a maximum height of 42 feet and 3 stories and beyond 200 feet to a maximum height of 70 feet and 5 stories. (The current zoning allows 30 feet or two stories.) The article further changes the front setback to 5 feet for all roadways internal to the site such as TV Place. This 5-foot front setback is applicable across the district unless the building height exceeds 35 feet, in which case the front setback increases to 15 feet, or the building sits on Highland Avenue or Gould Street, where a 50-foot landscaped vegetative buffer is proposed or along the layout of Route 95/128 where a 20-foot landscaped vegetative buffer is proposed. (Current front setback is 20 feet except along Gould and Highland where a 50-foot building setback and landscape buffer is imposed.) The side and rear setback change to 10 feet unless the building height exceeds 35 feet, in which case the setback is increased to 20 feet for all side and rear setbacks not abutting the MBTA right-of-way. (The current side setback is 20 feet, and the current rear setback is 10 feet). Third the article creates a maximum lot coverage requirement of 65% and an open space requirement of a minimum of 25%. (The current zoning contains no such requirements.) Changes are also made to the maximum FAR; a maximum FAR by right would be .70; the FAR may be increased up to 1.35 by special permit provided certain findings are made. The amendment clearly sets out the specific factors which will allow the exercise of the Board's special permit granting authority. The proposed zoning also sets out the maximum uninterrupted façade length that is allowed—200'. (The current zoning allows a FAR of only 0.5 and in very limited special circumstances 0.65-0.75.) Finally, the new zoning restricts the bulk, height, and location of a parking garage, even if it is for an as-of-right development. A parking garage may not exceed 44 feet in height, may not have a building footprint in excess of 42,000 square feet nor may it be located within 250 feet of Highland Avenue or within 200 feet of Gould Street. Notwithstanding the above, the maximum height of a parking garage may be increased to 55 feet by Special Permit from the Planning Board. <u>Article 6. Amend Zoning By-Law – Map Change to Highway Commercial 1</u> This article describes the geographical area proposed to be placed in the new Highway Commercial	

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1 zoning district. The affected area is generally bounded on the north by the Massachusetts Transit Authority (M.B.T.A.) commuter railroad right-of-way, on the east by the Circumferential Highway, known as Route 128/95, on the south by Highland Avenue and on the west by Gould Street. The subject land was previously located in the Industrial 1 zoning district. <u>Performance Factors</u> During the previous fiscal year, the Planning Department had committed to tracking the turnaround time required on its Major Project Site Plan Special Permits and Subdivision applications. Monitoring of the timeline between application filing and the scheduling of the public hearing, issuance of the Decision following the 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 in two of the three studied criteria in FY2021. During the affected timeline 13 new Special Permit applications and 2 Subdivision applications were processed. Public hearings were held on average within 30 days of application receipt, decisions were issued within 9 days of the close of the public hearing, with written decisions filed with the Town Clerk within 9 days of permit issuance. Although the goal of recording all decisions with the Town Clerk within 5 days of permit issuance was not met (9 day average actual) this delay was due to pandemic related issues which are not anticipated to continue into FY 2022. Total average time required to process an application was 56 days with a minimum of 20 days and a maximum of 87 days. The Department plans to continue to track these items and will submit a similar report with its FY2022 budget request. Conservation Division The Needham Conservation Division is primarily tasked with providing dedicated professional, administrative, and technical assistance to the Town and Conservation Commission in accordance with the MA Wetlands Protection Act (M.G.L. Chapter 131 Section 40) and the Needham Wetlands Protection Bylaw (Article 6), and their respective regulations, guidelines, and policies. Additionally, the Division provides support in office administration and organization, public assistance, grant administration, committee and community support, and land conservation and management. The Needham Conservation Commission is comprised of seven volunteer members appointed by the Select Board to staggered three-year terms. The Commission's 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 Division undertakes the following tasks pertaining to wetlands permitting: • Reviews Notice of Intent applications and other filings for completeness and compliance with wetland statutes and associated regulations. • Assures legal requirements are met including postings, hearing and permit timeframes, minutes, and other records. • Schedules and attends twice monthly meetings of the Conservation Commission and transcribes meeting minutes. • Maintains case files and materials including computer databases.	

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Department	Planning and Community Development
• 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 issued 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 projects and activities. In addition to wetland permitting, the Conservation Division undertakes broader environmental and land management functions including the following: • Oversees/carries out management tasks such as trail building and maintenance, signage, and cleanup. • Participates in various committees, including Trail Advisory Group and the Town's Integrated Pest Management Committee. • Assures compliance with rules and regulations for conservation lands; issues needed permits; and addresses user problems. • Assists the Commission in planning, acquisition, administration, and management of municipal conservation land. • Assists in preparation of 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. • Educates the public about the importance of protecting wetlands and other open space. 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 FY2021, all Orders of Conditions were completed within the noted timeline with no requests for additional time requested. The Conservation Division makes every effort to assist Applicants with the filing process. The Division's staff 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 Division conducts well over one hundred site visits each year to review projects associated with both the MA Wetlands Protection Act and the Needham Wetlands Protection Bylaw. The collective knowledge and experience of the Conservation Division 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. <u>FY2021 Achievements</u> Due to the Covid-19 pandemic that overtook the country in March of 2020, Town offices remained closed to the public until July 1, 2021. Prior to the re-opening, priorities continued to gear towards	

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communication with the public regarding everything from general wetland inquiries to assisting them through the Permit process. After the uncertainty and confusion that came with the beginning of the pandemic, the Commission and staff quickly adapted and worked together to create new strategies to ensure customer service never faltered. Staff were careful to stay up to date regarding any State and/or Federal Regulation changes due to the pandemic and relay them to the Commission in a timely manner. The Commission and staff continued hosting remote meetings and have gotten all the permits issued to Applicants within the historical time frame. Staff has continued to conduct site visits as necessary. Due to Covid-19, several Conservation Commission and staff goals for the Fiscal Year 2021 were left incomplete or postponed. With conditions similar during Fiscal Year 2022, the focus of staff and Commission efforts continued to be on customer service and less on working towards long term goals. The Committee known as the "Total Watershed Management Committee that was formed in November of 2019 and made up of staff from the Engineering, Water & Sewer, and Conservation Departments continued to meet remotely and to research and then implement practices to improve stormwater quality before it discharges into water bodies. This Committee includes public participation and education. Conservation staff have actively participated in this effort. The Conservation Specialist worked closely with an Eagle Scout candidate on his chosen project to construct an ADA Accessible picnic table and to install it at the Needham Accessible Reservoir Trail (NART) under very strict guidelines from scout leaders. In addition, the Scout installed the base material around the picnic table, planted native, high wildlife value shrubs to enhance the location and installed a metal commemorative plaque to the picnic table. The Conservation Commission was excited to get another step closer to realizing a long-term goal of creating a cohesive identification system for the trail signage, trail blaze design, kiosks, and mapping on Town owned properties they anticipate will encourage the public to visit and explore. This past fiscal year, CPC funding for hiring of a consulting firm to aid in preparing designs for the identification system was overwhelming approved. Conservation staff continued to install trail cameras to capture wildlife usage of the various Conservation-owned properties. As many members of the public have discovered while out exploring nature on these beautiful properties during the pandemic, the variety of species making Needham their home is quite surprising including everything from a bobcat, to bald eagles, otter, and beavers. There are a number of amazing photographers that share the photos they take of Needham wildlife and landscape on various platforms including the Needham Wildlife page on Facebook. <u>Performance Factors</u> The following Table 5 reflects the number of permit application filings and requests received by the Conservation Commission in each of the last three fiscal years. Over the course of Fiscal Year 2021, the Commission once again saw a steady flow of applications, similar to the numbers seen in Fiscal Year 2019. There was a noticeable decline of applications in Fiscal Year 2020 (the beginning of Covid-19 pandemic). The Conservation staff continued to issue Administrative Approvals for minor projects located within the 100-foot Buffer Zone. This flexibility allows for a shorter, more streamlined experience for the public doing minor projects while maintaining compliance with the wetland rules and regulations. Administrative Approvals stayed strong with twenty-five (25) issued in Fiscal Year 2021. In the past, before the Administrative Approval mechanism was in place, many of these small projects would have gone before the Commission	

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as Requests for Determination of Applicability and Notice of Intent filings requiring the issuance of Permits. During FY2021, the Conservation Commission met formally a total of twenty-one (21) times and held a total of thirty-two (32) public hearings.

Table 5: Conservation Commission Application Filings & Requests/

Type of Application Filing / Request	FY2019	FY2020	FY2021
Notice of Intent ¹	23	11	23
Request to Amend Order of Conditions ¹	1	3	1
Request for Determination of Applicability ¹	4	2	8
Abbreviated Notice of Resource Area Delineation ¹	0	0	1
Extension Permit ¹	2	5	3
Emergency Certification	3	0	0
Certificate of Compliance	27	18	31
Minor Modification Request	10	6	1
Enforcement Order	1	5	1
Trail Maintenance Notification Form	0	0	1
DPW Generic Permit Activity Notification Form	0	1	0
Administrative Approval	18	19	25
Conservation Restriction	0	0	0
Notice of Non-significance	0	0	0

¹Filing involved a public hearing

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 existing permits. The Commission handled thirty-five (35) of these requests during this fiscal year. The Conservation Division also coordinates with the Town of Needham Department of Public Works and Public Facilities and provides professional expertise on town projects in a growing and more restrictive environmental regulatory time period. Finally, for that small percentage of projects that occur within the Commission's jurisdiction without 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 FY2021, one (1) project required the issuance of an Enforcement Order to restore or protect wetland resource areas.

During the first half of FY 2021, the Conservation Division staff continued to issue standardized post cards to permit holders alerting them of various permit requirements or permit expiration dates. The goal of this program is to encourage voluntary compliance and project close-out that saves permit holders time and money, while reducing the need for enforcement actions by the Conservation Commission.

Zoning Board of Appeals Division

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

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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 Division provides guidance to applicants on all zoning matters, including assistance with the application and hearing process; reviews and analyzes applications for completeness and compliance to established zoning guidelines; coordinates the interdepartmental administrative review process, conducts site reviews; organizes the production of Special Permits and Board determinations post-public hearings; provides professional staffing to Board members, provides management and coordination of Comprehensive Permits projects, designs procedures for any new zoning review processes, produces technical reports, conducts research, and maintains and manages all Board data bases, 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. <u>Performance Factors</u> The Board amended its Rules to require a consultation with the Building Inspector prior to submitting an application to the Board. The Application form was updated to reflect the new requirement. As a result of the adopted Accessory Dwelling Units (ADU) Zoning Amendment, the ZBA granted six (6) Special Permits for the creation of ADUs. In FY2021, the Board held thirty-two (32) public hearings and five (5) informal hearings (refer to Table 4). Due to the pandemic, all the Board meetings were held remotely except for a site visit in August 2020 and for a hybrid meeting held in June 2021. The informal matters consisted of permit renewals, document reviews, plan substitutions or corrections. The Board of Appeals received twenty-eight (28) applications relating to Special Permits; and three (3) Variances (refer to Table 6). Twenty-two (22) applications were for residential use; seven (7) were for commercial use. In addition, there was no Appeal of a Building Inspector's Decision. The Board issued twenty-seven (27) Decisions in FY2021. The Division continues to coordinate the conditions associated with the 40B Comprehensive Permits issued by the ZBA – • 700 Greendale Avenue, a 136-unit residential development consisting of 52 townhouses and 84 units in a multi-story building. Twenty-five percent of the units are affordable, and the project was completed. • 1180 Great Plain Avenue, an existing vacant one-story building conversion to 16 rental units, consisting of eight one-bedroom units and eight two-bedroom units with 28 parking spaces. Four units (25%) will meet the definition of low- and moderate-income housing. The Decision is under appeal.	

Fiscal Year 2023 Proposed Budget

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Table 6: Number of Permit Application Filings FY2014 - FY2021							
Fiscal Year	Number of Meetings	Special Permit Applications	Variance Applications	Appeals of Building Inspector Decisions	40B Applications	Withdrawals	Decisions
2018	11	19	1	1	0	3	18
2019	12	25	0	0	1	5	23
2020	9	21	1	0	1	0	23
2021	12	28	3	0	0	2	27
Spending Request Recap							
Description			Base Request DSR2	Additional Request DSR4		Total (DSR2 + DSR4)	
a) Salary and Wages			506,928	9,021		515,949	
b) Expenses			36,850				
c) Capital							
d)							
e) Total DSR2 & DSR4 Request (a through d)			543,778	9,021		552,799	
V2023							

Fiscal Year 2023 Proposed Budget

Department Expenditure Detail DSR2																		
Department				Planning and Community Development														
Object				Description						Amount								
DSR2A																		
Permanent Personnel	Last Year (FY2021)			Current Year (FY2022)			Next Year (FY2023)											
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)									
	5	2	6.4	4	2	5.4	4	2	5.4									
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count									
						X			1									
Union Positions:		BCTIA		Fire A		Fire C		ITWA	X	NIPEA		Police		Police Superior		NA		
1. Salary and Wage Permanent Positions.																		
a.	PRD1 Salary and Wages Base													459,060				
b.	PRD1 Differentials (Conditions, Requirements, Shifts)																	
c.	PRD1 Education																	
d.	PRD1 Extra Holiday																	
e.	PRD1 Longevity													600				
f.	PRD1 Snow Program																	
g.	PRD1 Uniform																	
h.	PRD1 Other Compensation																	
i.	PRD1 Budget Adjustments													1,768				
															PRD1 Sub Total			
j.	DSR3 Other Compensation																	
															Sub Total 1		461,428	
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)																		
a.	Recording Secretary (Planning Board)													7,150				
b.	Recording Secretary (Design Review Board)													6,300				
c.	Housing Specialist													25,500				
d.																		
e.	DSR3 Total																	
															Sub Total 2		38,950	
3. Salary and Wage Overtime (Itemized Below)																		
a.	Scheduled Overtime (contractually obligated)																	
b.	Training and Development																	
c.	Additional Hours of Part-time Staff													1,300				
d.																		
e.	DSR3 Total																	
															Sub Total 3		1,300	
4. Other Salary and Wage Expenses – (Itemized Below)																		
a.	Incentive Programs																	
b.	Pay In Lieu of Accrued Leave													5,250				
c.	Program Stipend																	
d.	Tuition Reimbursement																	
e.	Working Out of Grade																	
f.	DSR3 Other Compensation																	
															Sub Total 4		5,250	

Fiscal Year 2023 Proposed Budget

Department Expenditure Detail DSR2		
Department	Planning and Community Development	
5. Total Salary and Wages (1+2+3+4)		506,928
DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x – 525x)		
Rental & Leases (527X)		
Other Property Related Services (529x)		
Professional & Technical Services (530x – 531x)	Planning (\$6,000) Con Comm (\$2,700) BOA (\$500) Planning Studies and Complex Project Technical Assistance	9,200
Communications (534x)	Wireless Communications (\$2,700) Printing and Mailing (\$2,350) Legal Notices (\$5,200) Postage (\$5,100)	15,350
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)		
Office Supplies (542x)	Planning (\$2,000) Con Comm (\$500) BOA (\$500)	3,000
Building & Equipment Supplies (543x)	Con Comm (\$500) Student Conservation Core Trail Upgrade and Bridge Restoration Equipment	500
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)		
Vehicular Supplies (548x)		
Gasoline and Diesel Fuel (5481)		
Food and Service Supplies (549x)		
Medical Supplies (550x)		
Public Works Supplies (553x)		
Other Supplies & Equipment (558x)	Planning (\$1,300) Con Comm (\$1,200) Conservation Field Supplies and Clothing, Legal Publication Updates, Magazine Subscriptions and File Cabinet Shelving	2,500
Governmental Charges (569x)	Planning (\$100) Con Comm (\$100) BOA (\$100) Norfolk County Registry Document Retrieval Services	300
Travel & Mileage (571x – 572x)	Conf In State (\$600) Mileage (\$1,000) Conf Out-State \$1,300 Conferences including APA, SNEAPA, MACC and AMWS	2,900

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Department Expenditure Detail DSR2				
Department	Planning and Community Development			
Dues & Subscriptions (573X)	Planning (\$1,400) Con Comm (\$1,400) BOA (\$300) Professional Memberships including APA, AMWS, MACC, MSMP, Society of Wetland Scientists, and Massachusetts Association of Planning Directors			3,100
Other Expenses (574 X - 579x)				
6. Total Expenses				36,850
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)				543,778
Does the Department depend on any Federal or State grants to provide services?				
	YES		NO	X
Did the Department submit any requests for FY2023 for the replacement or upgrade of technology or software to the Information Technology Center?				
	YES		NO	X
Did the Department submit any requests for FY2023 to the Department of Public Works/Building Maintenance division to improve or upgrade a public building or facility?				
	YES		NO	X
V2023				

Fiscal Year 2023 Proposed Budget

Performance Improvement Funding Request DSR4					
Department	Planning and Community Development		Fiscal Year	2023	
Title	Zoning Specialist: Increase in Hours		Priority	1	
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
1. Salary and Wage		\$9,021		\$9,021	
2. Expense					
3. Operating Capital					
4. Department Total (1+2+3)		\$9,021		\$9,021	
5. Other Costs					
Budgetary Considerations				Yes	No
Does this request address a goal of the Select Board or other Board or Committee?				X	
If yes, which Board or Committee?		Board of Appeals			
Has this request been submitted in the last three fiscal years and not funded?					X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?					X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
Does the request support activities which produce revenue for the Town?				X	
If the request is not approved, will current Town revenues be negatively impacted?					X
Is there an increased exposure for the Town if the request is not approved?					X
Is specialized training or licensing required (beyond the initial purchase)?					X
Does this request address a documented health or safety issue?					X
<i>All "YES" responses above must be explained in the narrative below</i>					
Description and Explanation					
On September 14, 2021 the Personnel Board approved the retitle and reclassification of the <i>Administrative Specialist</i> I-05 for the Zoning Board of Appeals (ZBA) to a <i>Zoning Specialist</i> GT-06 to adequately meet the professional and administrative demands of the ZBA. This request is to fund the expanded professional planning functions by 5 hours per week for a total of no more than 30 hours per week. Currently this sole staff to the ZBA is a 25-hour part-time position providing administrative support to the Zoning Board of Appeals, a five-member board which reviews approximately 25-30 Special Permits, Comprehensive Permits, Variances and Building Commissioner Appeals – ranging in complexity from multi-unit housing complexes to simple home additions – and collecting nearly \$10,000 in fees annually. The ZBA is one of three Needham Boards whose regular meetings are covered by the Needham Cable. The reclassified position will not only continue to provide administrative support under the 25-hours but will also provide professional planning functions which spill over the 25-hours. This includes: • Coordination and consultation, as part of the ZBA application technical review, with permitting departments, Boards and Commissions; facilitates communications between permitting department, board and applicant to ensure concerns raised are adequately addressed prior to the public hearing;					

Performance Improvement Funding Request DSR4			
Department	Planning and Community Development	Fiscal Year	2023
Title	Zoning Specialist: Increase in Hours	Priority	1
- Engages Town Counsel on behalf of ZBA request for legal counsel on matters before the Board or for legal consultation; - Attends monthly Planning Administrative Review meetings updating the Town's building construction team on ZBA projects; - Coordinates and conducts site visits to analyze and assess proposed conditions and acts as resource to the ZBA; - Works with permitting departments staff to verify compliance with ZBA conditions; reviews and authorizes ZBA compliance on the Building Department's electronic permitting system for building and occupancy reviews; - Responsible for updating and maintaining all ZBA official documents to reflect current Zoning By-Laws and ZBA Rules and Regulations. Drafts proposed revisions and newly created By-laws based on policy direction of the ZBA. (example: Accessory Dwelling Unit, Retaining Wall, Big-House Zoning Amendments); - Coordinates with Needham Cable's municipal producer to insure the successful broadcast to the ZBA, a most needed coordination during the Pandemic and hybrid periods. The Board of Appeals has made securing the above-described professional services a high priority as it implements its regulatory function. Accordingly, the Department of Planning and Community Development has requested an increase of 5 hours per week for the Zoning Specialist position so that the additional professional responsibilities envisioned for the position by the reclassification can be met.			
V2023			

Fiscal Year 2023 Proposed Budget

Performance Improvement Funding Request Supplement DSR4S							
Position Title	Zoning Specialist					Priority	1
Classification	GT-06, Step 4	FT		PT	X	Seasonal	
Part Time /Seasonal	Hours Per Week	5		Number of Weeks Per Year		52.2	
Compensation Detail							
Base Rate	\$34.56			\$9,021			
Other							
Other							
Other							
Other							
Other							
Other							
Other							
Other							
Salary and Wage Total				\$9,021			
If Funded the Position Will Require the Following Additional Items							
Description	No	Yes	Explain	Start Up Cost \$		Annual Recurring Cost \$	
Workstation	X						
Vehicle	X						
Computer	X						
Software	X						
Mobile Communication Device	X						
Uniform	X						
Tools	X						
Equipment	X						
Other	X						
Other	X						
Other	X						
Totals							
Estimated Annual Benefit Cost				\$0.00		\$0.00	
Description and Explanation							
On September 14, 2021 the Personnel Board approved the retitle and reclassification of the <i>Administrative Specialist</i> I-05 for the Zoning Board of Appeals (ZBA) to a <i>Zoning Specialist</i> GT-06 to adequately meet the professional and administrative demands of the ZBA. This request is to fund the expanded professional planning functions by 5 hours per week for a total of no more than 30 hours per week. Currently this sole staff to the ZBA is a 25-hour part-time position providing administrative support to the Zoning Board of Appeals, a five-member board which reviews approximately 25-30 Special Permits, Comprehensive Permits, Variances and Building Commissioner Appeals – ranging in complexity from multi-unit housing complexes to simple home additions – and collecting nearly \$10,000 in fees annually. The ZBA is one of three Needham Boards whose regular meetings are covered by the Needham Cable. The reclassified position will not only continue to provide administrative support under the 25-hours but will also provide professional planning functions which spill over the 25-hours. This includes:							

Performance Improvement Funding Request Supplement DSR4S			
Position Title	Zoning Specialist	Priority	1
• Coordination and consultation, as part of the ZBA application technical review, with permitting departments, Boards and Commissions; facilitates communications between permitting department, board and applicant to ensure concerns raised are adequately addressed prior to the public hearing; • Engages Town Counsel on behalf of ZBA request for legal counsel on matters before the Board or for legal consultation; • Attends monthly Planning Administrative Review meetings updating the Town's building construction team on ZBA projects; • Coordinates and conducts site visits to analyze and assess proposed conditions and acts as resource to the ZBA; • Works with permitting departments staff to verify compliance with ZBA conditions; reviews and authorizes ZBA compliance on the Building Department's electronic permitting system for building and occupancy reviews; • Responsible for updating and maintaining all ZBA official documents to reflect current Zoning By-Laws and ZBA Rules and Regulations. Drafts proposed revisions and newly created By-laws based on policy direction of the ZBA. (example: Accessory Dwelling Unit, Retaining Wall, Big-House Zoning Amendments); • Coordinates with Needham Cable's municipal producer to insure the successful broadcast to the ZBA, a most needed coordination during the Pandemic and hybrid periods. The Board of Appeals has made securing the above-described professional services a high priority as it implements its regulatory function. Accordingly, the Department of Planning and Community Development has requested an increase of 5 hours per week for the Zoning Specialist position so that the additional professional responsibilities envisioned for the position by the reclassification can be met.			
V2023			

Fiscal Year 2023 Proposed Budget

Planning & Community Development	FY2023 DSR2 Request	FY2023 DSR4 Request	FY2023 Total Request	Total \$ Change from FY2022	Total % Change	Budget 2022	Expenditures 2021	Expenditures 2020	Expenditures 2019
Salary & Wage Regular	461,428.00	9,021.00	470,449.00	19,855		450,594.00	503,194.49	435,190.57	442,685.58
Salary & Wage Temporary	38,950.00		38,950.00	1,450		37,500.00	34,149.98	32,351.45	38,781.50
Salary & Wage Overtime	1,300.00		1,300.00	240		1,060.00		435.57	216.67
Salary & Wage Other	5,250.00		5,250.00			5,250.00	7,069.49	8,503.94	6,899.81
Salary and Wage Total	506,928.00	9,021.00	515,949.00	21,545	4.4%	494,404.00	544,413.96	476,481.53	488,583.56
Energy									
Non Energy Utilities									
Repairs and Maintenance									
Rental and Leases									
Other Property Related									
Professional & Technical	9,200.00		9,200.00	1,500		7,700.00	9,402.00	2,992.00	9,320.00
Communications	15,350.00		15,350.00	100		15,250.00	11,928.50	9,092.42	9,386.66
Recreation									
Other Purchased Services									
Energy Supplies									
Office Supplies	3,000.00		3,000.00			3,000.00	1,562.04	659.03	1,463.26
Building & Equipment Rprs/Sp	500.00		500.00			500.00			
Custodial Supplies									
Grounds Keeping Supplies									
Vehicular Supplies									
Food & Service Supplies									
Medical Supplies									
Educational Supplies									
Public Works Supplies									
Other Supplies & Equipment	2,500.00		2,500.00	600		1,900.00	3,756.87	619.99	1,822.74
Governmental Charges	300.00		300.00	(400)		700.00			76.00
Travel & Mileage	2,900.00		2,900.00	200		2,700.00	3.92	183.87	1,015.12
Dues & Subscriptions	3,100.00		3,100.00	400		2,700.00	1,706.00	1,815.00	2,074.00
Other									
Expense	36,850.00		36,850.00	2,400	7.0%	34,450.00	28,359.33	15,362.31	25,157.78
TOTAL	543,778.00	9,021.00	552,799.00	23,945	4.5%	528,854.00	572,773.29	491,843.84	513,741.34

Fiscal Year 2023 Proposed Budget

Position Register Summary Description	Sch Grd	FY23 FTE	FY23 Estimate	FY23 %	FY22 FTE	FY22 Current	FY21 FTE	FY21 Final Budget
Director of Planning & Community Development	13	1.00	129,038	0.0%	1.00	129,038	1.00	129,038
Conservation Manager (Director of Conservation)	9	1.00	89,447	2.6%	1.00	87,185	1.00	89,175
Director of Economic Development							1.00	97,536
Administrative Assistant	I3	0.73	44,502	3.7%	0.73	42,900	0.73	42,085
Administrative Specialist	I5						0.67	42,003
Assistant Town Planner	7	1.00	80,828	2.1%	1.00	79,170	1.00	78,022
Conservation Specialist	I6	1.00	70,317	4.3%	1.00	67,392	1.00	65,579
Zoning Specialist	6	0.67	44,928	5.0%	0.67	42,783		
Longevity			600	50.0%		400		400
Differential								
Education								
Extra Holiday								
Other Pay								
Stipends								
Budget Adjustment			1,768	2.4%		1,726		2,075
Total		5.40	461,428	2.4%	5.40	450,594	6.40	545,913

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Department Information DSR1	
Department	Police Department
Department Mission	
The Needham Police Department is committed to excellence in everything we do. We pledge to maintain a close working relationship with the community to protect life and property and maintain a safe and peaceful environment for all. We will perform our sworn duties ethically, maintaining respect for individual rights, human dignity, cultural diversity, and community values	
On the Horizon	
As we enter a period that will focus on social justice and police reform, I anticipate that our department may be faced with numerous changes to regulations, certifications, mandatory training, police use of force and accountability. With change will come added yearly increases in expenses for mandatory training and overtime. With reform and increased negativity to law enforcement our recruitment and retention of current officers will be negatively impacted. We are starting to see the impact of the negative view of law enforcement. It is a real challenge not just in Needham but throughout the state to recruit and retain qualified officers. There is a trend that is emerging that officers want to leave the profession or go to the departments that have the highest pay scale. A year later and we are still trying to navigate Covid-19 and its current impact to staff and the community. I believe that we will be dealing with Covid-19 for the foreseeable future which makes an already difficult job even tougher. We continue to see increased mental health related calls that at times impact operations. This will continue to be an issue as BI Needham at times is overwhelmed with mental health patients from jurisdictions that were serviced by the Norwood Hospital and often request help to deal with violent and unruly patients.	
Budget Statement	
The FY 2023 Budget request is \$ 7,901,280 which is \$212,998 above the FY 2022 budget. Included in the overall budget is a DSR 4 request for a part time (.5) Law Enforcement Clinical Support position. Salary and wage amount requested is \$7,135,569 which is -\$24,907 below FY 2022. This is a result of the collective bargaining agreement expiring in June of 2021. We had several members of the department retire in the last year who were at top step and are being replaced at lower steps. COLA increase for civilian administrative staff and salary step increases for public safety dispatchers. As part of the reclassification process dispatchers were reclassified which included wage increases for 5 full-time dispatchers. The operating capital request is \$257,884 which is up \$144,728 from FY 2022. This is a result of replacing four front line cruisers in accordance with the replacement schedule compared to two vehicles in FY 2022. The expense request is \$ which is up \$48,177 from FY 2022. This is a result of gasoline price increase (\$25,877) and cost of maintenance (\$ 15,300) at all microwave tower sites which is covered by police department budget.	

Fiscal Year 2023 Proposed Budget

Department Information DSR1				
Department		Police Department		
Division	Description	Change From FY22	Comments	
ADMIN	Hardware Maint.	\$ 1,200.00	Additional Copy Machine Maint. Contract	
DISPATCH	Repairs and Maint.	\$ 15,300.00	Cost of Maint. at all Microwave Sites paid by PD	
DISPATCH	Rentals & Leases	\$ 1,500.00	Radio Tower Rental increase (3%)	
ADMIN	Recreation	\$ 1,000.00	Addition of Citizens Academy	
P P & E	Other Purchase SVCS	\$ 800.00	Increase for Towing Costs	
B G & M	Gasoline	\$ 25,877.00	3 yr. avg Gallons 23,127 x FY23 Price \$3.67	
ADMIN	Dues & Subscriptions	\$ 2,500.00	Accreditation Membership Cost	

Needham was awarded \$25,000 through the **Municipal Road Safety Grant** through the National Highway Traffic Safety Administration to help reduce roadway crashes, injuries, fatalities, and their associated economic losses in Massachusetts. The Needham Police utilized this grant for mobilizations- Drink Sober or Get Pulled Over, Distracted Driving, Click it or Ticket, and Speed enforcement. In addition, to increase speed enforcement, 7 new lidar speed guns were also purchased.

Needham was awarded 2 grants through State 911. The total amount awarded through the **Training and EMD Grant** was \$34,442. This grant assists the department to receive reimbursement for training-related costs associated with the 9-1-1 system. The total amount through the **Support and Incentive Grant** was \$98,451. This grant is designed to assist public safety answering points in providing enhanced 9-1-1 services.

Through the **Bulletproof Vest Partnership Grant**, Needham was awarded \$9,845 in FY20 and \$5817 in FY21 to provide uniquely fitted bulletproof vests for officers.

Accomplishments and Activities

We are in the second year of the community outreach position being staffed and have seen impressive results. In this last year our outreach officer in conjunction law enforcement clinical support specialist have conducted over seventy in the field contacts or follow ups. We were able to hold our junior police academy and started a citizen police academy which is scheduled from October 13th through November 10th. Officer David Forte received the "Commendation for Excellence in CIT" award today from the Norfolk County CIT-TTAC. It was rewarded in recognition of Officer Forte's contributions to the department and community in the principles of the CIT (Crisis Intervention Training) Model, in providing compassionate and informed service to the Town of

Fiscal Year 2023 Proposed Budget

Department Information DSR1			
Department		Police Department	
Needham. The Chief received the Hector Pelletier Award for outstanding service to the Jimmy Fund			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	7,135,569		7,135,569
b) Expenses	462,827	45,000	507,827
c) Capital	257,884		257,884
d)			
e) Total DSR2 & DSR4 Request (a through d)	7,856,280	45,000	7,901,280
V2023			

Fiscal Year 2023 Proposed Budget

Department Expenditure Detail DSR2																	
Department						Police Department											
Object						Description						Amount					
DSR2A																	
Permanent Personnel	Last Year (FY2021)			Current Year (FY2022)			Next Year (FY2023)										
	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)								
	63	1	63	63	1.5	63	63	1.5	63								
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes		No		FT Head Count		PT Head Count					
Union Positions:		BCTIA		Fire A		Fire C		ITWA	3	NIPEA		Police	48	Police Superior	3	NA	9
1. Salary and Wage Permanent Positions.																	
a.	PRD1 Salary and Wages Base												4,796,706				
b.	PRD1 Differentials (Conditions, Requirements, Shifts)												247,148				
c.	PRD1 Education												574,008				
d.	PRD1 Extra Holiday												14,633				
e.	PRD1 Longevity												47,641				
f.	PRD1 Snow Program																
g.	PRD1 Uniform																
h.	PRD1 Other Compensation												59,120				
i.	PRD1 Budget Adjustments												22,074				
										PRD1 Sub Total		5,761,330					
j.	DSR3 Other Compensation																
										Sub Total 1		5,761,330					
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)																	
a.	Matrons												1,600				
b.	Parking Enforcement												54,000				
c.	Traffic Supervisor												206,158				
d.	Evidence/Records support												31,616				
e.	DSR3 Total																
										Sub Total 2		293,374					
3. Salary and Wage Overtime (Itemized Below)																	
a.	Scheduled Overtime (contractually obligated)												584,454				
b.	Training and Development												192,308				
c.	Vacation and NOSL Backfilling												267,903				
d.	Elections												8,200				
e.	DSR3 Total																
										Sub Total 3		1,052,865					
4. Other Salary and Wage Expenses – (Itemized Below)																	
a.	Incentive Programs												15,000				
b.	Pay In Lieu of Accrued Leave												13,000				
c.	Program Stipend																
d.	Tuition Reimbursement																
e.	Working Out of Grade																
f.	DSR3 Other Compensation																
										Sub Total 4		28,000					

Fiscal Year 2023 Proposed Budget

Department Expenditure Detail DSR2		
Department	Police Department	
5. Total Salary and Wages (1+2+3+4)		7,135,569
DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x – 525x)	Copier 2400 Motorola Maint 34000 CJIS 3000 Radar/Lidar 6000 Lift Maint/Insp. 1500 Vehicle Repair 8500	55,400
Rental & Leases (527X)	QLT, Ready Refresh, Pitney Bose 2000 Range 3000 Motorcycle 5500 Tower (3%increase) 49500 Form Approvals 3000	63,000
Other Property Related Services (529x)	Hazmat 2500	2,500
Professional & Technical Services (530x – 531x)	Admin Training 2000 Blue Team/SHI 6100 PPE Training 27,500 Animal Control 300	35,900
Communications (534x)	Postage 5000 Verizon, MCI 8500 Wireless 16500 Letterhead, Business Cards, Slips 9000	39,000
Recreational & Cultural Services (535x)	Junior Police / Citizens Academy 3500	3,500
Other Purchased Services (538x)	Towing and Service 3300 Landscaping/Seasonal 900 Animal Services 800	5,000
Office Supplies (542x)	All Office Supplies 9000	9,000
Building & Equipment Supplies (543x)	Harveys 1000	1,000
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)	Grounds Keeping 700	700
Vehicular Supplies (548x)	Cruiser Supplies and Parts 19000	19,000
Gasoline and Diesel Fuel (5481)	3.67/gal Fuel 84877	84,877
Food and Service Supplies (549x)	Meeting and Incidents 700	700
Medical Supplies (550x)	Narcan, Med Supplies, DFib 6000	6,000
Public Works Supplies (553x)		
Other Supplies & Equipment (558x)	Vest Replacement 15000 Ammo, Range Equip 14200	93,800

Fiscal Year 2023 Proposed Budget

Department Expenditure Detail DSR2				
Department	Police Department			
	Recruit, Transfers & Emergency 29000 Detectives 1900 Dispatch Uniforms 2000 B&G Uniforms 500 Traffic Supervisors 6000 Animal Control 500			
Governmental Charges (569x)	Police ID 350 State Charges 2000			2,350
Travel & Mileage (571x - 572x)	Admin 500 Training 1000 PPE 900 Court 1200			3,600
Dues & Subscriptions (573X)	GBPC, Metro, IACP, SSPI FBI, Mass Chiefs Assn 15000 MPAC 2500			17,500
Other Expenses (574 X - 579x)	Detail Contingency 20000			20,000
6. Total Expenses				462,827
DSR2C				
Capital Equipment Replacement (587X)	Four Vehicles			257,884
7. Total Operating Budget Capital				257,884
8. Total Base Request (Line 5 + Line 6 + Line 7)				7,856,280
Does the Department depend on any Federal or State grants to provide services?				
	YES		NO	x
Did the Department submit any requests for FY2023 for the replacement or upgrade of technology or software to the Information Technology Center?				
	YES		NO	x
Did the Department submit any requests for FY2023 to the Department of Public Works/Building Maintenance division to improve or upgrade a public building or facility?				
	YES		NO	x
				V2023

Fiscal Year 2023 Proposed Budget

Performance Improvement Funding Request DSR4				
Department	Police Department		Fiscal Year	FY 2023
Title	Law Enforcement Clinical Support		Priority	1
DSR4				
Expenditure Classification	FTE	Frequency		Total Amount (A + B)
		Recurring Amount (A)	One Time Only Amount (B)	
1. Salary and Wage				
2. Expense		45,000		45,000
3. Operating Capital				
4. Department Total (1+2+3)		45,000		45,000
5. Other Costs				
Budgetary Considerations				Yes No
Does this request address a goal of the Select Board or other Board or Committee?				x
If yes, which Board or Committee?				
Has this request been submitted in the last three fiscal years and not funded?				x
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?				x
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				x
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				x
Does the request support activities which produce revenue for the Town?				x
If the request is not approved, will current Town revenues be negatively impacted?				x
Is there an increased exposure for the Town if the request is not approved?				x
Is specialized training or licensing required (beyond the initial purchase)?				x
Does this request address a documented health or safety issue?				x
<i>All "YES" responses above must be explained in the narrative below</i>				
Description and Explanation				
The Needham Police Department (NPD) proposes a regional collaboration with the Dedham Police Department (DPD) and Riverside Community Care (RCC - the regional Emergency Services Program provider as designated by the Massachusetts Department of Mental Health) to advance the towns' shared goal of supporting evidence-based, culturally competent, trauma-informed and holistic responses to individuals with mental illness, co-occurring substance use disorders and trauma histories who might otherwise become incarcerated. In the last year this program has been impactful not only for the community but has been a great resource for the department. Officer Forte along with the clinician have conducted more than 90 follow ups or contacts with individuals that are in crisis. These numbers do not take into consideration the time spent on phone calls or email which exceeded 750 hours in the last year. In the past most of these phone calls would be placed to dispatch to handle amidst their other duties within the dispatch center. Officer Forte's time spent with these individuals build trust and relieves patrol officers and dispatchers from having to respond by phone or in person. The proposed initiative is for a Law Enforcement Clinical Support (LECS) program to be shared between the two communities and collaboratively overseen by Needham Police Chief John				

Performance Improvement Funding Request DSR4			
Department	Police Department	Fiscal Year	FY 2023
Title	Law Enforcement Clinical Support	Priority	1
Schlittler and Dedham Police Chief Mike D'Entremont. A Master's level clinician assigned to this project would be an employee of Riverside Community Care, the state-designated emergency services provider. Needham and Dedham would enter into a shared services contract with Riverside if this request were approved. This initiative will significantly enhance each community's real-time response to calls from behavioral health-involved individuals with mental illness and/or co-occurring substance use disorders by initiating a co-response program that embeds an experienced clinical social worker with experience treating those struggling with addiction, into the departments to support police officers in addressing the region's increasingly complex behavioral health needs. The primary goal of this regional collaboration is to divert appropriate individuals from the criminal and juvenile justice systems prior to the point of arrest into appropriate community-based treatment services and other care options. Both communities are committed to this model and have already taken considerable steps toward enhancing the well-being of residents with behavioral health challenges and their families. Both communities' long-term goals for the project are to: • Enhance connections between local behavioral health, social and emergency service providers to improve communication and coordination between entities and fill in existing gaps in service. • Ensure responsible use of resources by obtaining appropriate behavioral health staff support and training for law enforcement such that roles and responsibilities within the departments are clear and well-articulated; and • Proactively reach individuals and families with behavioral health challenges to provide support and resources and prevent the need for a critical response, when possible. This project will allow the Needham and Dedham Police Departments to consistently provide safe, effective crisis response services to citizens with behavioral health challenges. It will also: • provide opportunities for increased collaboration and communication between NPD, DPD, RCC and other behavioral health providers; • increase the number of NPD and DPD officers and other first responders trained in new skills and intervention options that minimize the use of force through training in behavioral health topics; • increase the number and type of high-quality trainings available; • support NPD, DPD and other first responder departments in developing policies that increase safety and effectiveness when responding to persons with behavioral health challenges; and • ultimately divert greater numbers of such citizens from arrest, whenever possible. As a result of this project, NPD and DPD expect to see increases in the number of behavioral-health related calls that receive a co-response, as well as participation by the embedded social worker (ESW) in follow-up visits and wellness checks. Success will mean fewer such calls resulting in the use of force, arrest, physical injury to any first responders, and emergency room visits when that level of care is not indicated.			

Performance Improvement Funding Request DSR4			
Department	Police Department	Fiscal Year	FY 2023
Title	Law Enforcement Clinical Support	Priority	1
Additional results will include increased engagement and stronger relationships with project partners, including the development of formal partnerships and regular meetings/communication with local stakeholders to better meet the behavioral health needs of individuals and families in these communities. The LECS Clinician (LECSC) will work collaboratively with the Community Crisis Intervention Team (CCIT), Community Outreach Officer, local law enforcement, and the community. LECSC representative duties and responsibilities: 1. Provide flexible mobile or station-based intervention, counseling, assessment, triage, referral, and education to the community as requested by the police department. 2. Work collaboratively with the departments Community Outreach Officer and School Resource Officers as needed. 3. Meet with the family members of a struggling minor in the community at an agreed-up location, which may include school, home, or the library. 4. Assist with referrals for mental health treatment and support services. 5. Respond with law enforcement to calls requiring mental health support. 6. Outreach with community members to provide guidance in the development of safety plans. 7. Provide crisis evaluation and assistance to community members seeking substance abuse treatment.			
V2023			

Fiscal Year 2023 Proposed Budget

Police Department	FY2023 DSR2 Request	FY2023 DSR4 Request	FY2023 Total Request	Total \$ Change from FY2022	Total % Change	Budget 2022	Expenditures 2021	Expenditures 2020	Expenditures 2019
Salary & Wage Regular	5,752,350.00		5,752,350.00	(31,008)		5,783,358.00	5,402,667.82	5,207,297.71	4,927,870.18
Salary & Wage Temporary	293,374.00		293,374.00			293,374.00	146,287.16	203,825.18	189,655.79
Salary & Wage Overtime	1,052,865.00		1,052,865.00	6,101		1,046,764.00	642,663.08	833,383.95	926,536.16
Salary & Wage Other	36,980.00		36,980.00			36,980.00	153,660.23	68,159.56	232,767.83
Salary and Wage Total	7,135,569.00		7,135,569.00	(24,907)	-0.3%	7,160,476.00	6,345,278.29	6,312,666.40	6,276,829.96
Energy									
Non Energy Utilities									
Repairs and Maintenance	55,400.00		55,400.00	16,500		38,900.00	11,608.69	19,920.37	29,225.23
Rental and Leases	63,000.00		63,000.00	1,500		61,500.00	47,985.51	22,218.53	8,428.40
Other Property Related	2,500.00		2,500.00			2,500.00			
Professional & Technical	35,900.00	45,000.00	80,900.00	45,000		35,900.00	79,541.58	20,810.02	20,180.70
Communications	39,000.00		39,000.00			39,000.00	23,893.32	24,172.33	22,405.58
Recreation	3,500.00		3,500.00	1,000		2,500.00	309.27	837.55	1,399.98
Other Purchased Services	5,000.00		5,000.00	800		4,200.00	5,301.50	4,140.00	2,561.00
Energy Supplies									
Office Supplies	9,000.00		9,000.00			9,000.00	6,773.39	8,360.00	4,631.21
Building & Equipment Rprs/Sp	1,000.00		1,000.00			1,000.00	1,106.19	810.17	1,790.72
Custodial Supplies									
Grounds Keeping Supplies	700.00		700.00			700.00			
Vehicular Supplies	103,877.00		103,877.00	25,877		78,000.00	45,606.66	59,070.50	76,661.08
Food & Service Supplies	700.00		700.00			700.00	1,316.80	751.01	710.44
Medical Supplies	6,000.00		6,000.00			6,000.00	1,033.04	8,184.67	4,054.58
Educational Supplies								3,347.20	
Public Works Supplies									
Other Supplies & Equipment	93,800.00		93,800.00			93,800.00	77,759.74	52,860.08	67,693.89
Governmental Charges	2,350.00		2,350.00			2,350.00	2,151.85	798.60	1,788.40
Travel & Mileage	3,600.00		3,600.00			3,600.00	1,457.53	5,589.13	4,555.55
Dues & Subscriptions	17,500.00		17,500.00	2,500		15,000.00	13,249.00	11,599.00	10,494.00
Other	20,000.00		20,000.00			20,000.00	15,126.98	13,068.66	17,612.27
Expense	462,827.00	45,000.00	507,827.00	93,177	22.5%	414,650.00	334,221.05	256,537.82	274,193.03
Capital Equipment	257,884.00		257,884.00	144,728		113,156.00	263,388.36	129,299.62	137,515.67
Budget Capital	257,884.00		257,884.00	144,728	127.9%	113,156.00	263,388.36	129,299.62	137,515.67
TOTAL	7,856,280.00	45,000.00	7,901,280.00	212,998	2.8%	7,688,282.00	6,942,887.70	6,698,503.84	6,688,538.66

Fiscal Year 2023 Proposed Budget

Position Register Summary Description	Sch Grd	FY23 FTE	FY23 Estimate	FY23 %	FY22 FTE	FY22 Current	FY21 FTE	FY21 Final Budget
Police Chief	C	1.00	164,625	-0.2%	1.00	165,020	1.00	165,052
Deputy Police Chief	1	1.00	140,400		1.00	140,400		
Police Lieutenant	P3	3.00	399,012	6.7%	4.00	373,888	4.00	530,250
Police Sergeant	P2	7.00	607,691	-1.1%	7.00	614,535	7.00	613,061
Administrative Analyst	6	1.00	69,615	29.6%	1.00	53,703		
Administrative Assistant	I3	1.00	59,085	4.1%	1.00	56,745	1.00	54,620
Animal Control Officer	7	1.00	70,762	3.6%	1.00	68,307	1.00	66,906
Maintenance Assistant	3	1.00	65,354	2.0%	1.00	64,064	1.00	63,026
Office Assistant	I2						1.00	52,826
Police Administrative Specialist	I6	1.00	72,423	4.0%	1.00	69,615	1.00	68,874
Police Officer	P1	41.00	2,816,936	-0.7%	41.00	2,836,911	41.00	2,838,098
Public Safety Dispatcher	7	5.00	330,803	4.7%	5.00	316,072	5.00	281,399
Longevity			47,641	-12.1%		54,217		54,934
Differential			247,148	-9.1%		271,826		266,050
Education			574,008	-6.8%		615,709		559,068
Extra Holiday			14,633	16.4%		12,571		12,068
Other Pay			31,070			31,070		30,030
Stipends			28,050	10.0%		25,500		27,100
Budget Adjustment			22,074	-0.5%		22,185		22,044
Total		63.00	5,761,330	-0.5%	64.00	5,792,338	63.00	5,705,406

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Department Information DSR1	
Department	Fire Department
Department Mission	
To provide the Town of Needham with an effective, well trained team of professionals to protect the lives and property of its residents. This mission is achieved through providing fire suppression, emergency medical services, emergency disaster preparedness, fire inspections, and fire safety education in the most effective manner possible.	
On the Horizon	
Maneuvering through the COVID-19 era has been and will continue to be challenging for the Fire Department. Early in the pandemic the Fire department became acutely aware of supply chain issues with the sudden shortages of PPE and other related EMS supplies. These shortages were quickly resolved, and we were able to maintain our services effectively and safely. As we move forward, we are well prepared to withstand any similar PPE shortages. However, delays in procuring various other tools, equipment and supplies essential to our mission are becoming longer, requiring us to focus on forecasting our needs well in advance. The transfer of personnel and equipment from the temporary quarters at the old Hillside school site to the newly constructed Fire Station II on Highland Avenue is expected to be completed in second quarter of FY22. This building, much like Fire Headquarters, has a significant number of design features geared toward fitness and wellness. This will allow personnel the opportunity to maintain health and fitness throughout their careers, thereby having a positive effect towards reducing injuries and disability retirements. Further, the new Fire Station II offers several training features that will help maintain efficiency and effectiveness of personnel. Finally, the new facility is equipped with a repair bay, where department mechanics will be able to repair and maintain apparatus and equipment. The investment made by the Town in this building will have a significant positive impact on costs for many years to come, as equipment maintenance will be improved, personnel fitter and better trained.	
Budget Statement	
The Fire Department has three main sources of revenue for the Town: ambulance services, fire inspection permits and fire alarm master box fees. In FY21 we collected \$1,046,564 in revenue from ambulance services (down by \$22,810), \$52,385 for fire inspection permits (up by \$11,488) and \$9,120 for fire alarm master box fees (down \$31,680). DSR2: Services and Supplies • The Salary and Wage Permanent Positions are based on FY20 salaries, as Local 1706 is without a contract for FY21. It does, however, include step and longevity raises. • The Scheduled Overtime line item on the DSR2 includes overtime necessary to cover all vacations and personal days, as well as the estimated costs to cover sick leave within the fallback, mutual aid call backs, holdovers, storm coverage, 111F, mechanics and meeting/court coverage for members of Unit A & C. • Training and Development decreased from the previous fiscal year due to the number of Paramedics needing to biennially recertify is lower. • Working-Out-Of-Grade was based on last year's costs. This shows a decrease from FY21 which had gone up due to earlier COVID 19 quarantine guidelines. • The line-item Salary and Wage Seasonal & Temporary Positions has been increased due to the retirement of the Fire Business Manager and the need to assist and train her successor over the next year. • Civilian Dispatch overtime has increased due to salary reclassification increases.	

Fiscal Year 2023 Proposed Budget

Department Information DSR1					
Department		Fire Department			
	Description	Change from FY22	Comments	Net Change	
Repair and Maintenance Services	Repair/maintain FF equipment	\$2,538	Increase due to maintenance service increases	\$3,624	
	Outside vehicle repairs	(\$2,535)	Based on 3-year average. More repairs being done in-house		
	Radio maintenance contract	\$4,017	Although everything is new, the warranties will expire in Oct 2021. Due to the complex nature of the new system, the cost of the maintenance contract is more.		
	Defibrillator maintenance contract	(\$396)	Service contract based on quote		
Professional and Technical Services	New hire psychological, PAT, FFI & II	(\$1,055)	Decrease in the number of new hires	\$4,411	
	Attendance at various conferences	(\$3,766)	Based on conferences/seminars offered and monies diverted to DSR4 for our certified instructor Paramedics to teach		
	PharmLogs	\$730	Drug log software		
	Medical Oxygen	\$47	Based on 3-year average		
	EMT/Paramedic Refresher Course/ACLS/CPR	(\$2,514)	Decrease based on number of EMT's/Paramedics		
	EMS continuing education program	\$2,513	Increase cost in online delivery platform		
	Police Details	\$56	Based on current detail rate		
	EMD Software maintenance for Dispatch Center	(\$1,438)	Based on requirement and quote		
	Civilian Dispatch continuing education	(\$309)	Some training hours mandated every other year		
	RAVE	\$1,500	Increase cost in Emg Mgt callback system		

Fiscal Year 2023 Proposed Budget

Department Information DSR1					
Department		Fire Department			
	EOP (Emg Mgt) software	(\$175)	Decrease based on quote		
Communications	Cable/Internet	(\$1,875)	Due to decrease in requested services		
	Postage	(\$100)	Based on average usage	(\$1,900)	
	Printing/Mailing	\$75	Based on average usage		
Other Purchased Services	Tailoring/Embroidery	\$170	Based on 3-year average	\$170	
	Medical Waste Pick-up	\$1,000	Private pick-up for medical waste	\$1,000	
Vehicular Supplies	Vehicle Supplies	\$3,648	Based on 3-year average	\$3,648	
Gasoline and Diesel Fuel	Gasoline and Diesel Fuel	\$9,902	Increase based on 3-year average for consumption for unleaded and diesel fuel (used provided cost dollar amounts)	\$9,902	
Medical Supplies	Medical Supplies	\$2,000	Increased call volume: more supplies being used; keep all rescues stocked at Station 1 and 2 and have back-up supplies	\$2,000	
Other Supplies and Equipment	General Firefighting Supplies	\$10,661	Increases in pricing, along with the purchase of some larger ticket items		
	Uniforms	\$1,538	3 rd year of clothing contract expires in 12/22, plus increase in cost of nametags, badges, etc.		
	NFPA Link Team Plan	(\$1,010)	New platform for online access to NFPA Codes and Standards		
	EMS Other Supplies	\$1,200	Supply closet organizers for Sta 2 and CPR cards		
Governmental Charges	EMT/Paramedic State/National recertification	(\$1,305)	Recertification fee changes yearly based on the number of	(\$1,305)	

Department Information DSR1					
Department		Fire Department			
			EMT/Paramedics needing to recertify		
Dues and Memberships	MetroFire	\$2,500	Increase in "membership" for mutual aid	\$2,500	
Capital Expenses	Personal Protective Structural FF Gear	\$2,550	Additional gear needed for potential hiring of five new firefighters and six promotions	\$2,550	
Accomplishments and Activities					
In the late summer of 2020, fire administration and station one personnel moved into the new Fire Headquarters portion of the soon to be completed Public Safety building. The new facility provides expanded office space and improved technology from what the department had available in the old headquarters building. Further, the building was designed with a "Hot" and "Cold" zone thought process to keep contaminated equipment, apparatus and bunker gear away from the firefighters living quarters and the fire administration suite. A state-of-the-art bunker gear contaminant extractor and drying cabinet were installed in the new building, along with an SCBA and small equipment washer. This equipment is in keeping with the goal of reducing the potential for occupational cancer that has become more widely understood in recent years. Personnel were trained in the proper usage of this and other equipment and processes of the new building to ensure effectiveness. As part of our fleet replacement program, the department took receipt of a new E-One Typhoon Fire Engine which personnel spent several weeks training on prior to deployment in our station two service zone. New equipment on the engine included electric powered Amkus Jaws of Life tools and a Multi-Force air lifting bags. The electric Amkus Jaws of Life tools allow personnel to make entry into vehicles after an accident quickly and without the noise attached with the gas-powered version. This is a plus for personnel communication on scene without giving up effectiveness. The Multi-Force air lifting bags are designed for quick deployment and can lift vehicles or other hazards quickly and safely. All four working groups received training on these extrication tools prior to putting them in service.					

Fiscal Year 2023 Proposed Budget

Department Information DSR1			
Department		Fire Department	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	9,403,525		9,403,525
b) Expenses	425,467	20,000	445,467
c) Capital	35,334		35,334
d)			
e) Total DSR2 & DSR4 Request (a through d)	9,864,326	20,000	9,884,326
V2023			

Fiscal Year 2023 Proposed Budget

Department Expenditure Detail DSR2																	
Department							Fire Department										
Object							Description							Amount			
DSR2A																	
Permanent Personnel	Last Year (FY2021)			Current Year (FY2022)						Next Year (FY2023)							
	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)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)					
	80		74	80		74	80		74								
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?									Yes	No	FT Head Count	PT Head Count					
										X							
Union Positions:		BCTIA		Fire A	X	Fire C	X	ITWA	X	NIPEA		Police		Police Superior		NA	X
1. Salary and Wage Permanent Positions.																	
a.	PRD1 Salary and Wages Base											6,059,888					
b.	PRD1 Differentials (Conditions, Requirements, Shifts)											502,867					
c.	PRD1 Education											424,013					
d.	PRD1 Extra Holiday											536,095					
e.	PRD1 Longevity											110,082					
f.	PRD1 Snow Program																
g.	PRD1 Uniform																
h.	PRD1 Other Compensation											23,200					
i.	PRD1 Budget Adjustments											29,459					
											PRD1 Sub Total			7,685,604			
j.	DSR3 Other Compensation																
											Sub Total 1						
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)																	
a.	Temp PT Special Assign Support – Fire Admin											22,430					
b.	Temp PT Special Assign Support - Fire Alarm											2,880					
c.																	
d.																	
e.	DSR3 Total																
											Sub Total 2			25,310			
3. Salary and Wage Overtime (Itemized Below)																	
a.	Scheduled Overtime (contractually obligated)											1,265,385					
b.	Training and Development																
c.	Fire Alarm Overtime											10,000					
d.	Fire Administration Overtime											9,276					
e.	DSR3 Total											80,340					
											Sub Total 3			1,365,001			
4. Other Salary and Wage Expenses – (Itemized Below)																	
a.	Incentive Programs																
b.	Pay In Lieu of Accrued Leave																
c.	Program Stipend											1,500					
d.	Tuition Reimbursement																
e.	Working Out of Grade											3,000					
f.	DSR3 Other Compensation											323,110					
											Sub Total 4			327,610			

Fiscal Year 2023 Proposed Budget

Department Expenditure Detail DSR2		
Department	Fire Department	
5. Total Salary and Wages (1+2+3+4)		9,403,525
DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x – 525x)	Copier/maintenance contract (465) Repair/maintain FF equipment including, but not limited to: self-contained breathing apparatus (SCBA) flow, fit and hydrostatic testing; air compressor maintenance contract; service for Amkus tools; annual calibration of CO monitors; recharging fire extinguishers; and, small equipment repair (15,920) Vehicle inspections (7,265) Outside vehicle repairs including, but not limited to: towing/service calls; motor, chassis, brakes, exhaust, body, pump and aerial repairs, as well as scheduled maintenance (16,069) Municipal fire alarm outside repairs (4,000) Radio maintenance contract (10,517) Radio and box repairs (3,000) Defibrillator and Lucas maintenance contract (7,380)	64,616
Rental & Leases (527X)	Acetylene tank rental (169) Medical oxygen tank rental (677)	846
Other Property Related Services (529x)		
Professional & Technical Services (530x – 531x)	Regional shared resource (1,200) New hire psychological, PAT, firefighter certification as Firefighter I and II, and Haz Mat certification (3,075) Monthly meetings for Fire Chiefs' Association of MA and Fire Prevention Association (960) Annual conferences including International Association of Fire Chiefs, FDIC international Conference, Fire Prevention Association, and International Association of Emergency Managers, as well as various professional development training for officers and firefighters (10,935) Emergency Medical Billing Services (ESO) billing software license and user fee (7,874) PharmLogs – drug log software (730) Medical oxygen (890) EMT/Paramedic Refresher	87,983

Fiscal Year 2023 Proposed Budget

Department Expenditure Detail DSR2		
Department	Fire Department	
	Course/ACLS/CPR (6,586) Monthly EMS continuing education program (7,200) Police details (412) Instructor fees (4,500) Emergency Medical Dispatcher (EMD) software and maintenance (160) Civilian Dispatch continuing education (required) (1,690) Emergency Management training for schools and Town personnel (2,000) Emergency Management full scale exercise (16,000) RAVE – Emergency notification system (8,660) EOP – Emergency Management software (3,500) Crewsense – computer generated callback system (4,611) Wellness training (7,000)	
Communications (534x)	All wireless communications (11,190) Cable/Internet (765) Postage (500) Printing and mailing (1,300)	13,755
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)	Uniform tailoring and embroidery (1,670) Medical waste pick-up (1,000)	2,670
Office Supplies (542x)	General office supplies including, but not limited to: pens, paper, file folders, paper clips, tape, staples, notebooks, etc. (1,650)	1,650
Building & Equipment Supplies (543x)		
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)	Plantings (500)	500
Vehicular Supplies (548x)	Vehicle parts including, but not limited to: fluids, mechanical parts, electrical components, lighting, tires etc. (41,832)	41,832
Gasoline and Diesel Fuel (5481)	Unleaded fuel (24,043) Diesel fuel (22,834)	46,877
Food and Service Supplies (549x)		
Medical Supplies (550x)	Medical supplies to stock rescues at both stations including, but not limited to: gloves, gowns, saline, sharps, syringes, electrodes, cervical collars, splints, suction units, laryngoscopes, masks, nasal cannulas, EPI-pens, Narcan, defib pads, EZ-IO needles, bandages, etc.	44,000

Fiscal Year 2023 Proposed Budget

Department Expenditure Detail DSR2		
Department	Fire Department	
	(44,000)	
Public Works Supplies (553x)		
Other Supplies & Equipment (558x)	Firefighting supplies including, but not limited to: SCBA facepieces and accessories, foam, saws, gas meters, batteries, etc. (34,187) All work and dress uniforms including, but not limited to: dress pants, dress coats, dress shirts, work pants, work shirts, sweatshirts, jackets, hats, gloves, ties, etc. (49,609) NFPA Link Team – format to get codes online (485) Fire Prevention supplies (400) Public education supplies (1,600) Fire Alarm supplies (1,050) EMS Supplies (2,000) Emergency Management supplies (1,100)	90,431
Governmental Charges (569x)	Licenses for rescues (1,400) Food and Drug License (600) EMT/Paramedic State Recertification (5,160)	7,160
Travel & Mileage (571x – 572x)	Hotels, airfare, mileage, parking and tolls for conferences and meetings (11,828) Mileage for Emergency Management seminars and conferences (500) Hotels, air fare and parking for Emergency Management Administrator for out of state travel (1,500)	13,392
Dues & Subscriptions (573X)	Fire Chiefs Association of MA (500) Norfolk County Fire Chiefs' Association (500) International Association of Fire Chiefs' (1,630) National Fire Protection Association (1,125) Fire Prevention Association (100) MetroFire (5,000) International Association of Emergency Managers (200)	9,055
Other Expenses (574 X – 579x)	Meeting and special events refreshments (700)	700
6. Total Expenses		425,467
DSR2C		
Capital Equipment Replacement (587X)	Personal Protective Structural FF Gear for Promotions and New Hires (35,334)	35,334

Fiscal Year 2023 Proposed Budget

Department Expenditure Detail DSR2				
Department	Fire Department			
7. Total Operating Budget Capital				35,334
8. Total Base Request (Line 5 + Line 6 + Line 7)				9,864,326
Does the Department depend on any Federal or State grants to provide services?	YES		NO	X
Did the Department submit any requests for FY2023 for the replacement or upgrade of technology or software to the Information Technology Center?	YES		NO	X
Did the Department submit any requests for FY2023 to the Department of Public Works/Building Maintenance division to improve or upgrade a public building or facility?	YES		NO	X
V2023				

Fiscal Year 2023 Proposed Budget

Department Personnel Supplement DSR3							
Department		Fire Department					
	Description	Amount	Amount Reflected DSR2A Section				
			1	2	3	4	
1	Certified Paramedic Instructors	4,000			x		
2	Civilian Dispatch Overtime	76,340			X		
3	Training and Development	323,110				X	
4							
5							
6							
7							
8							
9							
10							
11							
12							
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14							
15							
16							
17							
18							
19							
20							
21							
22							
23							
24							
25							
I	Total	403,450					
Sections							
	Amount Reported Under DSR2A Section 1						
	Amount Reported Under DSR2A Section 2						
	Amount Reported Under DSR2A Section 3	80,340					
	Amount Reported Under DSR2A Section 4	323,110					
II	Total	403,450					

V2023

Fiscal Year 2023 Proposed Budget

Performance Improvement Funding Request DSR4				
Department	Fire		Fiscal Year	2023
Title	Enhanced Fire Records Management Software		Priority	1
DSR4				
Expenditure Classification	FTE	Frequency		Total Amount (A + B)
		Recurring Amount (A)	One Time Only Amount (B)	
1. Salary and Wage				
2. Expense		20,000		20,000
3. Operating Capital				
4. Department Total (1+2+3)		20,000		20,000
5. Other Costs				
Budgetary Considerations				Yes No
Does this request address a goal of the Select Board or other Board or Committee?				X
If yes, which Board or Committee?				
Has this request been submitted in the last three fiscal years and not funded?				X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?				X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				X
Does the request support activities which produce revenue for the Town?				X
If the request is not approved, will current Town revenues be negatively impacted?				X
Is there an increased exposure for the Town if the request is not approved?				X
Is specialized training or licensing required (beyond the initial purchase)?				X
Does this request address a documented health or safety issue?				X
<i>All "YES" responses above must be explained in the narrative below</i>				
Description and Explanation				
This request is for a yearly subscription for enhanced fire records management software. This software we seek will allow us to better track equipment inventory, scheduling, training, personnel performance, communications, certifications, and licenses. In addition, this software will allow field personnel to receive real-time site-specific data in the field. Our current CAD and incident reporting software is effective for certain modalities, such as incident reporting and dispatching of apparatus from a desk top environment but lacks flexibility in the field and is limited when compared to more modern software packages used throughout the Fire Service. By taking advantage of a more robust cloud-based fire software service, we believe we will be better able to meet the ever increasing demands for data of our personnel and those who we serve.				
V2023				

Fiscal Year 2023 Proposed Budget

Fire Department	FY2023 DSR2 Request	FY2023 DSR4 Request	FY2023 Total Request	Total \$ Change from FY2022	Total % Change	Budget 2022	Expenditures 2021	Expenditures 2020	Expenditures 2019
Salary & Wage Regular	7,685,604.00		7,685,604.00	266,772		7,418,832.00	6,566,882.89	6,799,683.05	6,025,928.68
Salary & Wage Temporary	25,310.00		25,310.00	14,745		10,565.00	7,713.40	27,315.93	6,891.73
Salary & Wage Overtime	1,365,001.00		1,365,001.00	171,965		1,193,036.00	1,523,154.95	1,024,338.65	1,263,159.60
Salary & Wage Other	327,610.00		327,610.00	(29,459)		357,069.00	371,926.71	519,615.06	419,443.25
Salary and Wage Total	9,403,525.00		9,403,525.00	424,023	4.7%	8,979,502.00	8,469,677.95	8,370,952.69	7,715,423.26
Energy									
Non Energy Utilities									
Repairs and Maintenance	64,616.00		64,616.00	3,624		60,992.00	40,692.38	43,832.75	50,910.71
Rental and Leases	846.00		846.00			846.00	772.07	894.00	421.00
Other Property Related									
Professional & Technical	87,983.00	20,000.00	107,983.00	15,589		92,394.00	55,602.99	65,781.20	55,831.78
Communications	13,755.00		13,755.00	(1,900)		15,655.00	15,189.38	15,564.20	30,994.44
Recreation									
Other Purchased Services	2,670.00		2,670.00	1,170		1,500.00	3,940.00	1,598.00	2,805.00
Energy Supplies									
Office Supplies	1,650.00		1,650.00			1,650.00	2,574.99	2,204.66	1,725.00
Building & Equipment Rprs/Sp									
Custodial Supplies									
Grounds Keeping Supplies	500.00		500.00			500.00	66.53		250.00
Vehicular Supplies	88,709.00		88,709.00	13,550		75,159.00	86,578.19	91,715.36	70,145.48
Food & Service Supplies							150.00	421.10	313.34
Medical Supplies	44,000.00		44,000.00	(1,329)		45,329.00	49,497.13	35,367.54	53,365.55
Educational Supplies								129.65	
Public Works Supplies									
Other Supplies & Equipment	90,431.00		90,431.00	12,389		78,042.00	71,137.74	96,036.13	85,930.85
Governmental Charges	7,160.00		7,160.00	(1,305)		8,465.00	6,255.00	6,865.00	5,705.00
Travel & Mileage	13,392.00		13,392.00			13,392.00	1,055.11	3,554.03	7,297.72
Dues & Subscriptions	9,055.00		9,055.00	2,500		6,555.00	4,925.00	5,355.00	5,423.00
Other	700.00		700.00			700.00		1,561.00	
Expense	425,467.00	20,000.00	445,467.00	44,288	11.0%	401,179.00	338,436.51	370,879.62	371,118.87
Capital Equipment	35,334.00		35,334.00	2,550		32,784.00	18,000.00		23,778.00
Budget Capital	35,334.00		35,334.00	2,550	7.8%	32,784.00	18,000.00		23,778.00
TOTAL	9,864,326.00	20,000.00	9,884,326.00	470,861	5.0%	9,413,465.00	8,826,114.46	8,741,832.31	8,110,320.13

Fiscal Year 2023 Proposed Budget

Position Register Summary Description	Sch Grd	FY23 FTE	FY23 Estimate	FY23 %	FY22 FTE	FY22 Current	FY21 FTE	FY21 Final Budget
Fire Chief	C	1.00	213,130		1.00	213,130	1.00	204,933
Deputy Fire Chief of Operations	F5	1.00	116,646		1.00	116,646	1.00	116,158
Deputy Fire Chief	F4	4.00	424,484	0.0%	4.00	424,484	4.00	418,708
Fire Captain	F3	2.00	185,684		2.00	185,684	2.00	183,095
Fire Lieutenant	F2	6.00	508,874	0.6%	6.00	505,598	6.00	501,335
Fire EMS Administrator	F1	1.00	72,072		1.00	72,072	1.00	71,764
Fire Inspector	F1	2.00	144,144		2.00	144,144	2.00	143,528
Firefighter	F1	55.00	3,794,604	1.7%	55.00	3,729,607	55.00	3,703,522
Administrative Assistant	I3	1.00	60,684	3.7%	1.00	58,500	1.00	55,985
Emergency Management Administrator	11	1.00	90,519	2.6%	1.00	88,199	1.00	93,556
Fire Business Manager	9	1.00	95,219	-6.0%	1.00	101,244		
Fire Director of Administrative Services							1.00	98,300
Public Safety Dispatcher	7	4.00	270,545	4.2%	4.00	259,529	4.00	249,463
Public Safety Dispatcher Supervisor	10	1.00	83,283	4.0%	1.00	80,106	1.00	78,151
Longevity			110,083	-0.4%		110,549		119,305
Differential			502,867	2.4%		491,112		439,231
Education			424,013	-1.8%		431,780		409,547
Extra Holiday			536,095	1.4%		528,926		524,919
Other Pay			14,200			14,200		48,653
Stipends			9,000			9,000		9,000
Budget Adjustment			29,459	-120.5%	(2.00)	(143,693)	(4.00)	(276,447)
Total		80.00	7,685,605	3.6%	78.00	7,420,817	76.00	7,192,706

Department Information DSR1									
Department	Building Department								
Department Mission									
The Building Department oversees several functions of public safety, and the enforcement of their applicable codes: Massachusetts State Building Code National Electric Code Commonwealth of Massachusetts FUEL GAS and Plumbing Code The purpose of these codes and enforcement are to establish minimum requirements to safeguard the public safety, health and general welfare of residents, businesses and public buildings in our jurisdiction. Department staff issues all the required permits and performs all the requested inspections of structures undergoing construction, certificates of occupancy are issued for all building permits when work is complete, and the work is compliant with the approved plans and the applicable codes. In addition, the Department also performs inspections on places of assembly used for the gathering of persons such as civic, social or religious functions, recreation, food and drink consumption, education, adult/ children day care and camps. Additional Department activities include the interpretation and enforcement of the Zoning and General By-laws, which include dimensional and use requirements for all structures and parcels of land in the community. Enforcement of Storm water and signs also fall under the Department functions including violations of the Town By-laws.									
On the Horizon									
The Building Department is anticipating a busy upcoming year. While the Covid pandemic caused high material prices and shortages in the construction industry, low interest rates are keeping residential building and remodeling active. Needham continues to attract home buyers; teardown and replacement of existing homes continues to remain strong with premium prices being paid for existing homes. Commercial projects expected to start would be the renovation of the old Carter building adding residential units with assisted living. Children's Hospital is also expected to break ground on the multi-story building located in the New England Business Center next to Trip Advisor. The Department is seeing many commercial renovations to existing buildings in the Business Center, as companies reconfigure their space and business models with the ever-changing work force. Two municipal projects will finish in the spring of 2022, this construction is the completion of the Police and Fire headquarters and the completion of Fire Station 2. Upon occupancy of the buildings the temporary Fire and Police stations located at the Hillside School property will be dismantled and decommissioned.									
Budget Statement									
The Building Department is funded by its fiscal operational budget. <table> <tr> <td>The FY20 Budget was</td><td>\$793,620</td></tr> <tr> <td>The FY21 Budget was</td><td>\$812,278</td></tr> <tr> <td>The FY22 Budget was</td><td>\$839,582</td></tr> <tr> <td>The FY23 Budget submittal is</td><td>\$848,757</td></tr> </table> The increase of \$9,175 is Union Contract and Step Increases		The FY20 Budget was	\$793,620	The FY21 Budget was	\$812,278	The FY22 Budget was	\$839,582	The FY23 Budget submittal is	\$848,757
The FY20 Budget was	\$793,620								
The FY21 Budget was	\$812,278								
The FY22 Budget was	\$839,582								
The FY23 Budget submittal is	\$848,757								

Department Information DSR1			
Department		Building Department	
Accomplishments and Activities			
Monies generated by the Building Department are by means of permit fees and misc. fees.			
Total Fees collected in FY19 – \$2,311,966			
Total Fees collected in FY20 – \$2,426,241			
Total Fees collected in FY21 - \$1,885,717			
Building Activity – New Construction:			
FY19 Residential Single-Family Dwellings - 74			
FY19 Residential Two-Family Dwellings - 9			
FY19 Commercial Buildings - 3			
FY20 Residential Single-Family Dwellings - 78			
FY20 Residential Two-Family Dwellings - 13			
FY20 Commercial Buildings - 2			
FY21 Residential Single-Family Dwellings - 72			
FY21 Residential Two-Family Dwellings - 10			
FY21 Commercial Buildings - 0			
Demolition:			
FY19 Residential - 78			
FY19 Commercial - 3			
FY20 Residential – 66			
FY20 Commercial – 2			
FY21 Residential –74			
FY21 Commercial – 0			
Number of Permits Issued:			
FY19 – 4,596 This does not include 79 Certificates of Inspection, 64 Sign Permits and 14 Swimming Pool Permits			
FY20 – 4,789 This does not include 61 Certificates of Inspection, 46 Sign Permits and 15 Swimming Pool Permits			
FY21 – 4,265 This does not include 76 Certificates of Inspection, 59 Sign Permits and 39 Pool Permits.			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	\$797,717		\$797,717
b) Expenses	\$51,040		\$51,040
c) Capital			
d)			
e) Total DSR2 & DSR4 Request	\$848,757		\$848,757
V2023			

Fiscal Year 2023 Proposed Budget

Department Expenditure Detail DSR2													
Department				Building Department									
Object				Description							Amount		
DSR2A													
Permanent Personnel	Last Year (FY2020)			Current Year (FY2021)			Next Year (FY2022)						
	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	3	9.8	8	3	9.8	8	3	9.8				
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count		PT Head Count			
							x						
Union Positions:		BCTIA		Fire A		Fire C		ITWA	3	NIPEA		Police	
											Police Superior		NA
												6.8	
1. Salary and Wage Permanent Positions.													
a.	PRD1 Salary and Wages Base									\$762,785			
b.	PRD1 Differentials (Conditions, Requirements, Shifts)												
c.	PRD1 Education												
d.	PRD1 Extra Holiday												
e.	PRD1 Longevity									\$600			
f.	PRD1 Snow Program												
g.	PRD1 Uniform												
h.	PRD1 Other Compensation												
i.	PRD1 Budget Adjustments									\$2,936			
									PRD1 Sub Total		\$766,321		
J	DSR3 Other Compensation												
									Sub Total 1		\$766,321		
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)													
a.	Scheduled Overtime (contractually obligated)												
b.	Training and Development												
c.	On Call Inspectors									\$20,842			
d.													
e.	DSR3 Total												
									Sub Total 2		\$20,842		
3. Salary and Wage Overtime (Itemized Below)													
a.	Scheduled Overtime (contractually obligated)												
b.	Training and Development												
c.	Staff overtime during absenteeism; off hours inspections for facility shut downs; off hours emergency call from Police and Fire Departments.									\$10,554			
d.													
e.	DSR3 Total												
									Sub Total 3		\$10,554		
4. Other Salary and Wage Expenses - (Itemized Below)													
a.	Incentive Programs												
b.	Pay In Lieu of Accrued Leave												
c.	Program Stipend												
d.	Tuition Reimbursement												
e.	Working Out of Grade												
f.	DSR3 Other Compensation												

Fiscal Year 2023 Proposed Budget

Department Expenditure Detail DSR2		
Department	Building Department	
Sub Total 4		\$0
5. Total Salary and Wages (1+2+3+4)		
		\$797,717
DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x – 525x)		
Rental & Leases (527X)		
Other Property Related Services (529x)		
Professional & Technical Services (530x – 531x)	Registration fees for monthly continuing education seminars & meetings. (\$3231) Annual conferences (\$2000) Fire Protection Engineer Consultant (\$20,000)	\$25,231
Communications (534x)	Cell phones (\$2,200) postage & constable service (\$685) Printing services for State permit applications, and business cards. (\$3,284)	\$6,169
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)		
Office Supplies (542x)	Office Supplies (\$3,149)	\$3,149
Building & Equipment Supplies (543x)		
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)		
Vehicular Supplies (548x)		
Gasoline and Diesel Fuel (5481)		
Food and Service Supplies (549x)		
Medical Supplies (550x)		
Public Works Supplies (553x)		
Other Supplies & Equipment (558x)	Jackets, vests, shirts, safety glasses, flashlights, first aid supplies (\$1,500)	\$1,500
Governmental Charges (569x)	Contract with Massachusetts Division of Weights and Standards (\$12,000)	\$12,000
Travel & Mileage (571x – 572x)	Mileage, Lodging, meals, tolls, parking and transportation for conferences and educational seminars. (\$2,111)	\$2,111
Dues & Subscriptions (573X)	Annual Memberships fees for SEMBOA, MBCIA, MWBOA, IAPMO, & IAIE Updated Code books and Amendments. (\$880)	\$880
Other Expenses (574 X – 579x)		
6. Total Expenses		\$51,040
DSR2C		
Capital Equipment Replacement (587X)		
7. Total Operating Budget Capital		
8. Total Base Request (Line 5 + Line 6 + Line 7)		

Fiscal Year 2023 Proposed Budget

Department Expenditure Detail DSR2				
Department	Building Department			
Does the Department depend on any Federal or State grants to provide services?	YES	☐	NO	☒
Did the Department submit any requests for FY2021 for the replacement or upgrade of technology or software to the Information Technology Center?	YES	☐	NO	☒
Did the Department submit any requests for FY2021 to the Department of Public Works/Building Maintenance division to improve or upgrade a public building or facility?	YES	☐	NO	☒
				V2023

Fiscal Year 2023 Proposed Budget

Building Department	FY2023 DSR2 Request	FY2023 DSR4 Request	FY2023 Total Request	Total \$ Change from FY2022	Total % Change	Budget 2022	Expenditures 2021	Expenditures 2020	Expenditures 2019
Salary & Wage Regular	766,321.00		766,321.00	9,175		757,146.00	642,357.77	634,339.40	572,681.10
Salary & Wage Temporary	20,842.00		20,842.00			20,842.00	3,107.00	6,370.00	9,795.50
Salary & Wage Overtime	10,554.00		10,554.00			10,554.00	1,953.51	10,465.74	20,016.73
Salary & Wage Other								177.50	9,024.20
Salary and Wage Total	797,717.00		797,717.00	9,175	1.2%	788,542.00	647,418.28	651,352.64	611,517.53
Energy									
Non Energy Utilities									
Repairs and Maintenance								3,399.06	500.00
Rental and Leases									
Other Property Related									
Professional & Technical	25,231.00		25,231.00			25,231.00	4,935.00	11,757.00	11,055.00
Communications	6,169.00		6,169.00			6,169.00	5,715.17	7,037.57	5,232.10
Recreation									
Other Purchased Services									
Energy Supplies									
Office Supplies	3,149.00		3,149.00			3,149.00	596.53	2,600.00	610.67
Building & Equipment Rprs/Sp									
Custodial Supplies									
Grounds Keeping Supplies									
Vehicular Supplies									
Food & Service Supplies									
Medical Supplies									
Educational Supplies									
Public Works Supplies									
Other Supplies & Equipment	1,500.00		1,500.00			1,500.00	610.34	2,039.90	5,369.44
Governmental Charges	12,000.00		12,000.00			12,000.00		12,000.00	12,000.00
Travel & Mileage	2,111.00		2,111.00			2,111.00		561.78	539.98
Dues & Subscriptions	880.00		880.00			880.00	421.70	1,400.00	320.00
Other									
Expense	51,040.00		51,040.00			51,040.00	12,278.74	40,795.31	35,627.19
Capital Equipment									
Budget Capital									
TOTAL	848,757.00		848,757.00	9,175	1.1%	839,582.00	659,697.02	692,147.95	647,144.72

Fiscal Year 2023 Proposed Budget

Position Register Summary Description	Sch Grd	FY23 FTE	FY23 Estimate	FY23 %	FY22 FTE	FY22 Current	FY21 FTE	FY21 Final Budget
Building Commissioner	12	1.00	121,573		1.00	121,573	1.00	121,573
Assistant Building Commissioner	10	1.00	96,057	2.3%	1.00	93,893	1.00	91,849
Administrative Specialist	I5	1.00	64,818	4.6%	1.00	61,952	1.00	58,227
Inspector of Plumbing & Gas	7	1.60	124,691	-0.1%	1.60	124,800	1.60	117,573
Inspector of Wires	7	1.60	123,287	-1.2%	1.60	124,800	1.60	121,273
Local Building Inspector	6	1.60	125,050	1.3%	1.60	123,471	1.60	118,469
Office Assistant	I2	2.00	107,309	4.0%	2.00	103,156	2.00	97,695
Longevity			600			600		400
Differential								
Education								
Extra Holiday								
Other Pay								
Stipends								
Budget Adjustment			2,936	1.2%		2,901		2,783
Total		9.80	766,321	1.2%	9.80	757,146	9.80	729,842

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Department Information DSR1	
Department	Building Design & Construction Department
Department Mission	
The Building Design and Construction Department mission is to provide comprehensive project management support and oversight services to the Permanent Public Building Committee, advise and support the Town Manager, on municipal facility renovation, construction, planning and operational needs on renovation/construction building projects having a total project cost of \$500,000 or more. The overall goal of the department is to provide a high level of project management services and completing renovation and construction projects on time and within budget. The Department strives to investigate and resolve issues that arise in the design, permitting, construction and commissioning of buildings as quickly and prudently as possible. The Construction Division works to provide comprehensive project management and oversight on all the municipal renovation/construction projects it is charged with.	
On the Horizon	
The Department will be involved in closeout activities for the Needham Police Department at 88 Chestnut Street and Fire Station 2 at 707 Highland Avenue. Future projects will include the renovation of the Emery Grover building, renovation of the Hillside School as swing space for school administration, and implementation of the School Master Plan, which is targeted for the renovation of Pollard Middle School and rebuild of the Mitchell Elementary School. The department will also manage the demolition of Ridge Hill and oversee a refresh of the proposed future deployment of the DPW assets from the DPW Master Plan Study. The department will continue to support efforts on the School Master Plan of renovations to the Pollard Middle School and rebuild of the Mitchell Elementary School and efforts regarding the Emery Grover Building renovation for the school administration/operations. The department is working with the Facility Financing Working Group on financing options for these projects. A member of the department will provide staff support to the new Climate Action Plan Committee during the coming year. The department has assisted the DPW/Town Manager in installing eight electric vehicle charging stations; two at the Rosemary Recreation Complex, two at the public parking lot on Chestnut Street and four at the Public Services Administration Building. It continues to support the investigation to install solar panels on the Jack Cogswell Storage Building on Central Avenue. Permanent changes to the department's operations due to the COVID 19 pandemic are not anticipated.	
Budget Statement	
The Department budget has decreased from FY2022 to FY2023 by 9.2% due to the staff reduction of .25 FTE. Continuance of duties to satisfy the workload demands would be satisfied with the caveat that should the School Master Plan be advanced, additional support will be necessary. In FY2021 <u>38%</u> of Salary & Wages was allocated to capital projects.	
Accomplishments and Activities	
The recent completion of the Sunita L. Williams Elementary School, the Needham High School expansion, the Memorial Park Field House, the Jack Cogswell Storage Facility, the addition of Mitchell Elementary School Modular Classrooms, the Rosemary Recreation Complex, the Needham	

Department Information DSR1			
Department		Building Design & Construction Department	
Fire Department Headquarters, the temporary facility at the Hillside School site to house the Needham Police Department and Fire Station 2 personnel, the School Master Plan Study, the Emery Grover Building Study the upcoming completion of Fire Station 2 and the Needham Police Department building in FY22, restoration of the temporary Fire Station 2 site at the Hillside School parking lot and the solar array investigation efforts for the Jack Cogswell Storage Facility, illustrate the Departments accomplishments over the last four years. The department assisted the Building Maintenance Department with retro commissioning of schools enabling them to reopen during the COVID 19 pandemic. The department has supported efforts in the School Master Plan of renovations to the Pollard Middle School and rebuild of the Mitchell Elementary School and efforts regarding the Emery Grover Building renovation for the school administration/operations and will continue to do so. The Department personnel working as the Town’s OPM has realized <u>over</u> \$3M in savings to the Town over the last four years based on over \$130M in construction spending. The \$3M is based on the customary fee of 3.5 - 5% being paid to third party project management consultants acting for the Town as the obligatory OPM on construction projects over \$1.5M pursuant to state law, and the offsetting Department payroll contributions being spent on Department personnel.			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	\$342,389		\$342,389
b) Expenses	\$15,175		\$15,175
c) Capital			
d)			
e) Total DSR2 & DSR4 Request (a through d)	\$357,564		\$357,564
V2023			

Fiscal Year 2023 Proposed Budget

Department Expenditure Detail DSR2																				
Department				Building Design & Construction Department																
Object				Description						Amount										
DSR2A																				
Permanent Personnel	Last Year (FY2021)			Current Year (FY2022)			Next Year (FY2023)													
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)											
	5		5	3.25		3.25	3													
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count											
							X													
Union Positions:		BCTIA		Fire A		Fire C		ITWA	1	NIPEA		Police		Police Superior		NA	2			
1. Salary and Wage Permanent Positions.																				
a.	PRD1 Salary and Wages Base													\$333,877						
b.	PRD1 Differentials (Conditions, Requirements, Shifts)																			
c.	PRD1 Education																			
d.	PRD1 Extra Holiday																			
e.	PRD1 Longevity													\$600						
f.	PRD1 Snow Program																			
g.	PRD1 Uniform																			
h.	PRD1 Other Compensation													\$6,600						
i.	PRD1 Budget Adjustments													\$1,312						
													PRD1 Sub Total				\$342,389			
j.	DSR3 Other Compensation																			
													Sub Total 1				\$342,389			
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)																				
a.																				
b.																				
c.																				
d.																				
e.	DSR3 Total																			
													Sub Total 2							
3. Salary and Wage Overtime (Itemized Below)																				
a.	Scheduled Overtime (contractually obligated)																			
b.	Training and Development																			
c.																				
d.																				
e.	DSR3 Total																			
													Sub Total 3							
4. Other Salary and Wage Expenses – (Itemized Below)																				
a.	Incentive Programs																			
b.	Pay In Lieu of Accrued Leave																			
c.	Program Stipend																			
d.	Tuition Reimbursement																			
e.	Working Out of Grade																			
f.	DSR3 Other Compensation																			
													Sub Total 4							

Fiscal Year 2023 Proposed Budget

Department Expenditure Detail DSR2				
Department		Building Design & Construction Department		
5. Total Salary and Wages (1+2+3+4)				\$342,389
DSR2B				
Object	Description	Amount		
Energy (521x)				
Repairs & Maintenance Services (524x – 525x)				
Rental & Leases (527X)				
Other Property Related Services (529x)				
Professional & Technical Services (530x – 531x)	Seminars & Training (\$3,420) Advertising Legal Notices (\$500)	align="right">\$3,920		
Communications (534x)	Postage (\$400) Wireless Communication (\$3,060)	align="right">\$3,460		
Recreational & Cultural Services (535x)				
Other Purchased Services (538x)	Other Purchased Services (\$1,600)	align="right">\$1,600		
Office Supplies (542x)	Office Supplies (\$1,000)	align="right">\$1,000		
Building & Equipment Supplies (543x)				
Custodial Supplies (545x)				
Grounds Keeping Supplies (546x)				
Vehicular Supplies (548x)				
Gasoline and Diesel Fuel (5481)				
Food and Service Supplies (549x)				
Medical Supplies (550x)				
Public Works Supplies (553x)				
Other Supplies & Equipment (558x)	Other Supplies & Equipment (\$300)	align="right">\$300		
Governmental Charges (569x)				
Travel & Mileage (571x – 572x)	Conferences (\$2,000) Mileage Reimbursement for use of personal vehicle (\$1,000)	align="right">\$3,000		
Dues & Subscriptions (573X)	Dues & Subscriptions (\$1,895)	align="right">\$1,895		
Other Expenses (574 X – 579x)				
6. Total Expenses				\$15,175
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)				\$357,564
Does the Department depend on any Federal or State grants to provide services?				
	YES		NO	X
Did the Department submit any requests for FY2023 for the replacement or upgrade of technology or software to the Information Technology Center?				
	YES		NO	X
Did the Department submit any requests for FY2023 to the Department of Public Works/Building Maintenance division to improve or upgrade a public building or facility?				
	YES		NO	X
V2023				

Fiscal Year 2023 Proposed Budget

Building Design & Construction Department	FY2023 DSR2 Request	FY2023 DSR4 Request	FY2023 Total Request	Total \$ Change from FY2022	Total % Change	Budget 2022	Expenditures 2021	Expenditures 2020	Expenditures 2019
Salary & Wage Regular	335,789.00		335,789.00	(34,723)		370,512.00	435,483.28	273,119.96	254,235.55
Salary & Wage Temporary									
Salary & Wage Overtime								623.51	492.14
Salary & Wage Other	6,600.00		6,600.00			6,600.00	26,441.80	29,710.26	17,503.94
Salary and Wage Total	342,389.00		342,389.00	(34,723)	-9.2%	377,112.00	461,925.08	303,453.73	272,231.63
Energy									
Non Energy Utilities									
Repairs and Maintenance									
Rental and Leases									
Other Property Related									
Professional & Technical	3,920.00		3,920.00			3,920.00	1,399.00	1,190.64	4,520.00
Communications	3,460.00		3,460.00			3,460.00	6,438.83	7,151.61	7,443.33
Recreation									
Other Purchased Services	1,600.00		1,600.00			1,600.00		233.00	
Energy Supplies									
Office Supplies	1,000.00		1,000.00			1,000.00	1,000.00	448.86	651.37
Building & Equipment Rprs/Sp									
Custodial Supplies									
Grounds Keeping Supplies									
Vehicular Supplies									
Food & Service Supplies									
Medical Supplies									
Educational Supplies									
Public Works Supplies									
Other Supplies & Equipment	300.00		300.00			300.00	2,148.21	671.86	18.49
Governmental Charges							75.00	628.00	1,113.00
Travel & Mileage	3,000.00		3,000.00			3,000.00		44.13	3,084.20
Dues & Subscriptions	1,895.00		1,895.00			1,895.00			
Other									500.00
Expense	15,175.00		15,175.00			15,175.00	11,061.04	10,368.10	17,330.39
Capital Equipment									
Budget Capital									
TOTAL	357,564.00		357,564.00	(34,723)	-8.9%	392,287.00	472,986.12	313,821.83	289,562.02

Fiscal Year 2023 Proposed Budget

Position Register Summary Description	Sch Grd	FY23 FTE	FY23 Estimate	FY23 %	FY22 FTE	FY22 Current	FY21 FTE	FY21 Final Budget
Director of Design & Construction	13	1.00	143,425		1.00	143,425	1.00	143,425
Senior Project Manager	12	1.00	123,489		1.00	123,489	2.00	232,164
Project Manager	10			-100.0%	0.25	36,756	2.00	192,990
Administrative Specialist	I5	1.00	66,963	4.3%	1.00	64,175	1.00	63,005
Longevity			600			600		600
Differential								
Education								
Extra Holiday								
Other Pay			6,600			6,600		15,600
Stipends								
Budget Adjustment			1,312	-36.5%		2,067	(1.00)	(109,663)
Total		3.00	342,389	-9.2%	3.25	377,112	5.00	538,121

Department Information DSR1	
Department	Department of Public Works – General Fund
Department Mission	
The Department of Public Works consists of nine different divisions, seven of which are budgeted under the general fund and two of which are independent enterprise funds (Water and Sewer). Within the general fund, there are three support divisions (Administration, Engineering, and Fleet) which provide support services to all of the operating divisions, regardless of their funding source, and four operations divisions (Building Maintenance, Highway, Parks & Forestry, and Recycling & Solid Waste). Overall missions and references to DPW refer to all nine divisions, regardless of funding. Needham DPW strives to maintain and improve the built environment so that Needham continues to be a healthy, safe, and enjoyable place to live. The built environment refers to the roads, bridges, sidewalks, sewer systems, water systems, stormwater infrastructure, trash disposal, recycling, parks, trees, fields, and all School and Town buildings. DPW is preparing to thrive by 2025, creating institutional systems to provide continuity and innovation. The Administration Division aims to provide clear and consistent administrative support to the operations divisions of DPW. The Building Maintenance Division aims to provide reliable, consistent, effective operations of the buildings, ensuring comfort for all occupants. The Engineering Division aims to continue making Needham a welcoming environment. The Fleet Division aims to provide green, elite, vehicle servicing. The Highway Division aims to construct surface infrastructure in an all-inclusive, multimodal manner. The Parks & Forestry Division aims to maintain the “front yard of Needham” as welcoming, safe, accessible, and aesthetically pleasing. The Recycling & Solid Waste Division aims to keep Needham clean and green by providing efficient, safe, sustainable, progressive, and practical solid waste disposal and recycling.	
On the Horizon	
The last year has presented some real challenges to DPW in the “new normal” of life after the initial waves of the COVID-19 pandemic. Some of these challenges we had been anticipating for years, including an accelerated increase in staff turnover, as many of our senior staff members have approached retirement, which has now been accelerated due to post-pandemic life. Other challenges have appeared almost out of nowhere, such as massive labor shortages, in the private sector, supply chain issues, extensive use of outdoor spaces, a glut of projects in the public sector, and steep price increase in materials. Additionally, the DPW has had to combat unpredictable weather due to climate change, including increased storms causing flooding, out of season temperatures, increase in windstorms and wind damage, and hard to predict snow seasons. The budget we are presenting for FY23 represents DPW’s best attempt at trying to navigate these challenges in the upcoming year with minimal increase. Our service enhancement requests as presented in our DSR4s are really to address shortcomings in meeting the needs of the community and to prepare for the future. The Public Works leadership believes that the residents of Needham continue to expect a high-quality infrastructure that enables a high quality of life through well engineered and constructed roads, sidewalks, and bridges; safe drinking water and sewers; improved stormwater quality; beautiful and well-maintained parks, fields, and trees; access to sustainable waste removal; and well operated, sustainable Town and School buildings. The base budget provides for a level of service, which based on the challenges DPW faces, will fall behind the expectations of many of our residents. There has been increased demand for more projects related to pedestrian accommodations, complete streets, athletic facility improvements, trails, and other value-added services in addition to our mandated and safety related projects to update our aging water, sewer and drains infrastructure, roads, existing sidewalks, and bridges.	

Department Information DSR1	
Department	Department of Public Works – General Fund
While the base budget provides for adequate service, it does not address sufficient staff capacity to manage the high volume of projects funded either through the CIP, grants, CPA requests, and citizen and board requests. Additionally, it does not provide the added capacity needed to begin to develop our staff as we approach a significant number of high-level, high-skilled staff retirements in the upcoming years or address the private sector market issues that we are experiencing where outsourcing some of this work is no longer feasible or financially viable. Our base budget will continue to provide services to the residents in Needham but may fail to meet expectations where DPW must prioritize areas of safety and infrastructure over quality enhancements for the community. Throughout the COVID-19 pandemic, the DPW has continued to provide consistent services to the public while balancing the safety of their staff. Social distancing caused the Department to get creative in ways to continue to work in crews, including spreading staff out between multiple locations and adjusting shifts slightly to avoid unnecessary interaction. The Recycling and Transfer Station remained open throughout the pandemic. The Schools have reopened and stayed open successfully. Town buildings have reopened to the public without appointment. Parks throughout Needham have continued to see an increase in usage. The DPW has received FEMA and CARES reimbursements, to assist with the costs associated with continuing to provide services through the COVID-19 pandemic. Throughout all of the divisions, the DPW plans to perform the daily maintenance tasks, both proactive and reactive. The items below detail additional and specific work that the divisions will be undertaking in the upcoming fiscal year. <u>Administration</u> The Administration Division will continue to research, apply for, and administer grants for DPW to provide additional financial assistance for projects, specifically with a focus on Green Communities, Shared Streets, Complete Streets, and Chapter 90 funds. The Division will provide ongoing assistance in project tracking, coordination, and long-term planning across the Department. With the implementation of a new work order system across all divisions, Admin will provide oversight and guidance throughout all phases of the roll out. Admin will also promote succession planning within DPW to help fill upcoming vacancies and promote professional development. <u>Building Maintenance</u> The Building Maintenance Division will be launching an updated work order system, which will incorporate data and information collected through facilities assessments. This work order system includes asset tagging to more efficiently, track, maintain, and replace equipment, as well as an improved preventative maintenance program. The Division is looking to continue to improve their comprehensive HVAC maintenance plan, evaluating their supervisory needs, the balance between outsourcing and in house HVAC work, and the organizational structure. This is partially fueled by the need to determine a new plan with regards to air quality in the buildings during this “new normal”. Since the School Facilities Master Plan, the Building Maintenance Division has been determining the best maintenance plans for the school buildings. As decisions continue to be made about the future of certain schools, the Division will continue to adapt and adjust their long-term maintenance plans.	

Department Information DSR1	
Department	Department of Public Works – General Fund
<u>Engineering</u> The Engineering Division will be working to complete the construction phase of the Town Wide Pedestrian Safety Audit, while also working on Phase 2 of the Downtown Project and improvements to the Needham Heights Streetscape. As major infrastructure projects continue to occur throughout Town, the Engineering Division is faced with an increased project load and determining how best to manage outsourced and in house oversight to ensure the projects are completed efficiently and up to the Town's standard. The Division will also see the start of the Muzi Ford project. The Engineering Division will continue to partner with other divisions in DPW, including the Recycling and Solid Waste Division to work on property improvements at the transfer station and the Water and Sewer Divisions to improve the water distribution system, sewer pump stations, and continue the Route 128 Sewer Interceptor Project. Implementation of the National Pollutant Discharge Elimination System (NPDES) permit will also continue. <u>Fleet</u> The Fleet Division will continue to improve the usage of the fleet software data to improve their proactive maintenance measures towards the reduction of more costly reactive repairs. The Division will continue their efforts to standardize fleet replacement types. As the technologies in vehicles continue to advance and improve, the Fleet Division will increase training opportunities in order to remain up to date on new technologies. Due to the COVID-19 pandemic, there has been a worldwide shortage on vital parts in vehicles that is directly affecting the availability of new vehicles, used vehicles, and replacement parts. The Division will have to determine how best to adapt to this in order to keep our vehicles safe. The Fleet Division is looking to streamline their pool vehicle program. <u>Highway</u> The Highway Division will continue to pursue Federal funding opportunities through the Transportation Improvement Program (TIP) for the reconstruction of Highland Avenue from Great Plain Avenue to Webster Street. The Highway Division will continue to maintain the public way, including sidewalk and curbing repairs, surface improvements, and roadway preparation for surface treatments. The Division will continue to work towards their goal of increasing their surface treatment maintenance and rehabilitation area to over 50%. The Highway Division will continue to conduct more frequent roadway sweepings to address environmental and flooding concerns, and to improve bicycle safety according to Shared Streets standards. Apart from these public way maintenance improvements, several traffic system improvements are planned, including mounting and installing new signs and additional sets of pedestrian safety signals (Rectangular Rapid Flashing Beacons, or "RRFBs") at locations identified in the Pedestrian Safety Audit and at other high-use locations. They will also refurbish traffic markings across Town to incorporate Complete Street and traffic calming measures, and upgrade traffic signals at Chestnut St and South St, South St and Dedham Ave, and Central Ave and Charles River St. Always working towards a more effective Snow & Ice program, the Division will expand the coverage of their brine pre-treat anti-icing plan, update their plow equipment to improve performance, and implement structural changes to the plow program with increased training. The Highway Division is seeing a decrease in the number of contractors participating in the snow program, causing the Division to rethink their snow operations. <u>Parks & Forestry</u> The Parks & Forestry Division will continue to maintain the trees, parks, fields, and forest of the Town. With an increase in unpredictable weather and storms, the Division will continue to adjust their operations to deal with increased tree damage. The Division is looking forward to	

Department Information DSR1	
Department	Department of Public Works – General Fund
incorporating the new bucket truck into their daily Forestry operations. With the implementation of the new consolidated work order system, the Parks & Forestry Division will be able to memorialize their preventative maintenance and routine maintenance work. Throughout the COVID-19 pandemic, the Division has seen an increased usage of the parks, fields, and public spaces in Town, which they will continue to support clean, safe, and aesthetically pleasing public spaces that are accessible to all. <u>Recycling & Solid Waste</u> The Recycling & Solid Waste Division will continue to make operational and structural improvements to the Recycling and Transfer Station (RTS), including updating and replacing signage, partnering with Building Maintenance on repairs to the transfer building, starting a new residential food waste recycling drop off program, and researching a new Styrofoam recycling program. The Division will collaborate with Engineering to establish protocols for improving the cleanout of stormwater detention basins program. The Division will also collaborate with the Highway Division to repair crack sealing, maintain line painting, and repair granite curbing and paving. Throughout the COVID-19 pandemic, the Recycling & Solid Waste Division has continued to provide services to the resident of Needham.	
Budget Statement	
Salaries & Wages increasing \$200,745, 2.06% Expenses & Services increasing \$757,624, 10.31% Operating Capital increasing \$12,499, 7.02% Total Budget Submission increasing \$970,868, 5.62 % *not including snow & ice Salaries A new compensation and classification study was implemented for all DPW staff except BCTIA. The increase in Salaries and Wages is primarily due to this compensation and classification study, which lead to most employees seeing a pay increase and many employees who were previously maxed out at the top of their pay scale see room for growth. The total increase for Regular Salaries is \$163,600, 1.88%. The overtime programs from the prior year remain in place with small increases in order to better serve the needs of the community. The increases in base salary pay have led to additional increases to the budget. The Overtime Budget has increased by \$32,272, 3.92%. The Other Salary and Wages has not increased as this reflects one-time benefit costs for items such as snow program participation, sick time incentive, and personal vehicle use stipends. The base salary for temporary help has increased while the program has remained the same. The total increase for Temporary Salaries has increased by \$4,873, 2.5%.	

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DSR1

Department	Department of Public Works – General Fund
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Expenses & ServicesEnergy

Fuel Type	3 Year Average Consumption	Cost per Unit	Budgeted Amount	Difference from Prior Year Submission
Oil	30,288	\$3.29	\$99,648	\$408

Vehicular Supplies

Division	Fuel Type	3 Year Average Consumption	Cost per Unit	Budgeted Amount	Difference from Prior Year Submission
Admin	Gasoline	768	\$3.67	\$2,819	\$1,363
BMD	Gasoline	7,126	\$3.67	\$26,152	\$8,167
Engineering	Gasoline	1,174	\$3.67	\$4,309	\$1,175
Fleet	Diesel	1,265	\$3.60	\$4,554	\$407
Fleet	Gasoline	4,525	\$3.67	\$16,607	\$3,757
Highway	Diesel	12,629	\$3.60	\$45,464	\$4,761
Highway	Gasoline	2,118	\$3.67	\$7,773	\$3,375
Parks & Forestry	Diesel	4,970	\$3.60	\$17,892	-\$3,054
Parks & Forestry	Gasoline	8,172	\$3.67	\$29,991	\$11,594
RSW	Diesel	14,770	\$3.60	\$53,172	-\$667
RSW	Gasoline	837	\$3.67	\$3,072	\$1,215

Administration

The main increase to the Administration budget is the increased fees for the new consolidated work order system (16,000). Additionally, posting for bids through Legal Ads (4,035) has been consolidated under Admin from the other divisions. There were some one-time costs that were in the budget last year that have been removed.

Net Increase \$5,899

Building Maintenance

The largest increase to the BMD budget is an increase in HVAC Maintenance (256,837) which is due to a formal contract was put in place during FY21 for the outsourcing of filter changes and preventative maintenance on HVAC equipment throughout Town. Additionally, an increase is seen in the Contracted Cleaning Services (20,750) due to an increase to the contract pricing. Many of the other increases are due to updated contract prices or inflation.

Net Increase \$335,650

Department Information DSR1			
Department		Department of Public Works – General Fund	
<u>Engineering</u> There are only incremental changes to the Engineering budget. The largest increase is seen in Gasoline (1,175). Net Increase \$1,275			
<u>Fleet</u> There largest increase in Fleet budget is seen in the additional GPS Equipment (2,000) and costs for GPS Monitoring Services (3,000). An increase is also seen for Vehicle Tires (5,000), Vehicle Repair (5,000), and an increased need of Seminars & Training to keep up to date with new technology (1,000). Net Increase \$32,889			
<u>Highway</u> There are significant increases in the Highway budget that are due to a drastic increase in the market cost of construction materials, specifically Asphalt (40,344), Roadway Paving (87,860), and Concrete & Masonry Supplies (40,344). The Division is seeing increases in materials in the 30% to 40% range. There were also contractual increases in Roadway Markings (10,792). Net Increase \$192,850			
<u>Parks & Forestry</u> The largest increase in the Parks & Forestry budget is seen in Contracted Mowing and Mulching (20,451) due to updated contract pricing and an increase in areas being serviced. There was also an increase in supplies such as Fertilizer & Grub Control (4,988), Seed, (1,742), and Infield Mix (3,000) due to increase in pricing. Net Increase \$48,811			
<u>Recycling & Solid Waste</u> The majority of the increase is due to an updated contract for Municipal Solid Waste Hauling (62,010) and Recycling Hauling (19,975). There was also an increase due to a new contract for Municipal Solid Waste Disposal (50,127). The division did see a decrease in the cost of Recycling Disposal (-61,885) due to the recycling market.			
<u>MSW Disposal</u>			
Average Tons	FY23 Anticipated Tipping Fee	MSW Disposal Budgeted Amount	Difference from Prior Year Submission
9,720*	\$71.15**	\$691,606	\$50,127
*Due to the closure of the Dedham facility, the RTS is seeing a significant increase in contractor trash disposal. For budgetary purposes, the increased tonnage seen in FY21 is used here.			
**Increase from prior year tipping fee of \$71.04.			

*Due to the closure of the Dedham facility, the RTS is seeing a significant increase in contractor trash disposal. For budgetary purposes, the increased tonnage seen in FY21 is used here.

**Increase from prior year tipping fee of \$71.04.

Fiscal Year 2023 Proposed Budget

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Department	Department of Public Works – General Fund
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Cost per Load	Est. Number of Loads	MSW Hauling Budgeted Amount	Difference from Prior Year Submission
\$495*	423**	\$209,385	\$62,010

*Increase from prior year's budgetary cost of \$375 per load

**Estimated figure of 23 tons per load.

Recycling

Material	3 Year Average Tons	Estimated Cost per Ton	Estimated Value	Difference from Prior Year Submission
Corrugated Cardboard	422	-\$47.15*	-\$19,897	-\$11,917
Mixed Paper	1,109	\$7.30**	\$8,096	-\$26,425
Commingle Containers	760	\$47.35***	\$35,986	-\$12,548
Single Stream Recycling	185	\$36.67****	\$6,784	-\$10,995
Rigid Plastics	0	\$85.00	\$0	\$0

*Increase in revenue from prior year's budgetary revenue value of \$20 per ton.

**Decrease in cost from prior year's budgetary value of \$29.23 per ton.

***Decrease in cost from prior year's budgetary value of \$63.86 per ton.

****Decrease in cost from prior year's budgetary value of \$64.65 per ton.

Cost per Load	Estimated Number of Loads	Recycling Hauling Budgeted Amount	Difference from Prior Year Submission
\$495*	242**	\$119,790	\$19,976

*Increase from prior year's budgetary cost of \$400.86 per load.

**Estimated figure of 23 tons per load.

Net Increase \$140,250

Line Item	Division	Description	Change from FY 22	Comments	Net Change
Energy	BMD	Oil	\$408	Based on 3 year consumption average	\$408

Fiscal Year 2023 Proposed Budget

Department Information DSR1					
Department			Department of Public Works – General Fund		
Line Item	Division	Description	Change from FY 22	Comments	Net Change
Repairs & Maint. Services	BMD	Alarm & Sprinkler Servicing	\$3,878	Based on current contract pricing & 3.5% inflation	\$348,729
	BMD	Building Repairs	\$3,616	Based on current contract pricing & 3.5% inflation	
	BMD	Door Access Systems	\$1,351	Based on current contract pricing & 3.5% inflation	
	BMD	Door Repairs	\$2,388	4.4% inflation based on previous inflation	
	BMD	Electrical Repair	\$1,996	Based on current contract pricing & 3.5% inflation	
	BMD	Elevator Repair	\$40,523	Based on contract pricing	
	BMD	Generator Repair	\$1,075	Based on current contract pricing & 3.5% inflation	
	BMD	Hardware Maint. Agree.	\$2,418	4.4% inflation based on previous inflation	
	BMD	HVAC Maintenance	\$256,837	Based on contract pricing	
	BMD	Masonry Repairs	\$561	Based on contract pricing	
	BMD	Plumbing Repairs	\$1,394	Based on current contract pricing & 3.5% inflation	
	Fleet	Fuel Tank Maintenance	\$1,000	Increased need due to expired warranty	
	Fleet	Vehicle & Equipment Inspections	\$5,000	Based on increased need	
	Fleet	Vehicle Repair	\$5,000	Based on increased need	
	Highway	Message Board Repairs	\$2,000	Calling this item out, was previously under misc.	
	Highway	Roadway Markings	\$10,792	Based on contract pricing	
	P&F	Fence Repair	\$8,000	Based on increased need	
	RSW	Scale Calibration	\$600	Based on increase in cost	
	RSW	Scale Repair	\$300	Older scale, increased need	
Rentals & Leases	Highway	Rentals of Specialty Equipment	\$4,000	Calling this item out, was previously under misc.	\$7,000
	RSW	Misc. Equipment Rentals	\$3,000	Additional rentals needed	

Fiscal Year 2023 Proposed Budget

Department Information DSR1					
Department			Department of Public Works – General Fund		
Line Item	Division	Description	Change from FY 22	Comments	Net Change
Other Property Related Services	BMD	Contract Cleaning	\$20,750	Based on contract pricing	\$286,654
	BMD	Irrigation Systems	\$445	Based on contract pricing	
	BMD	Pest Control Services	\$843	Based on current contract pricing & 3.5% inflation	
	BMD	Playground Repairs	(\$6,000)	moved to Park & Rec budget	
	Highway	Crack Seal	\$7,132	10% inflation based on current market inflation	
	Highway	Disposal of Street Sweepings	\$1,300	Based on contract pricing	
	Highway	Road Surface Treatments	\$10,843	10% inflation based on current market inflation	
	Highway	Roadway Paving	\$87,680	30% inflation based on current market inflation	
	Highway	Sidewalk, Curb, & HP Improvements	\$15,656	20% inflation based on current market inflation	
	Highway	Street Sweeping	\$1,425	Based on contract pricing	
	P&F	Contracted Mowing/Mulching	\$20,451	Increased responsibility from new Public Safety & Fire #2	
	P&F	Fertilizer & Grub Control	\$4,988	Based on current contract pricing & 3.5% inflation	
	P&F	Top Dressing	\$1,488	Based on contract pricing	
	P&F	Wetting Agent	\$426	Based on current contract pricing & 3.5% inflation	
	RSW	Landfill Mowing	\$2,000	Increase to cover twice a year mowing	
	RSW	MSW Disposal	\$50,127	Based on updated pricing and FY21 tonnage	
	RSW	MSW Hauling	\$62,010	Based on updated pricing and FY21 tonnage	
	RSW	Organics Recycling Program	\$47,000	Based on contract pricing	
	RSW	Recycling Disposal	(\$61,885)	Based on updated recycling revenue rates	
	RSW	Recycling Hauling	\$19,975	Based on updated pricing	

Fiscal Year 2023 Proposed Budget

Department Information DSR1					
Department			Department of Public Works – General Fund		
Line Item	Division	Description	Change from FY 22	Comments	Net Change
Professional & Technical Services	Admin	Consolidated Work Order System	\$16,000	Based on updated pricing	\$5,500
	Admin	Implementation of Work Order System	(\$21,000)	One time cost for implementation	
	Admin	Seminars & Training	\$8,000	Was removed last year due to COVID	
	BMD	Software Licenses	(\$1,500)	Decreased subscription needs	
	Fleet	GPS Monitoring Services	\$3,000	Based on increased pricing	
	Fleet	Seminars & Training	\$1,000	Increased to learn more about upgraded technologies	
Communicat- ions	Admin	Legal Ads	\$4,035	Consolidated under Admin	\$12,300
	BMD	Cable/Internet	\$11,000	Based on prior year spending	
	BMD	Legal Notices	(\$1,500)	Consolidated under Admin	
	Eng.	Legal Ads	(\$400)	Consolidated under Admin	
	Fleet	Cell Phones	\$200	Based on current rates	
	Fleet	Legal Ads	(\$50)	Consolidated under Admin	
	Highway	Legal Ads	(\$850)	Consolidated under Admin	
	P&F	Legal Ads	(\$700)	Consolidated under Admin	
	RSW	Cell Phones	\$1,100	Based on current rates	
	RSW	Legal Notices	(\$535)	Consolidated under Admin	
Other Purchased Services	Highway	Police Details	\$3,212	Updated police detail rates	\$18,598
	P&F	Police Details	\$876	Updated police detail rates	
	RSW	E-Waste	\$5,000	Based on an increase in electronics waste	
	RSW	HH Hazardous Waste	\$3,000	Based on prior year's spending	
	RSW	Paint Disposal (Oil)	\$1,500	Based on increase in disposal costs	
	RSW	Police Details	\$190	Updated police detail rates	
	RSW	Refrigerant Disposal	\$2,500	Increase in disposal costs and increased need	
	RSW	Tailings Disposal	\$720	Based on contract pricing	
	RSW	Universal Waste Disposal	\$1,500	Based on an increase in disposal costs	
	RSW	Waste Oil Burner Maint.	\$100	Based on contract pricing	

Fiscal Year 2023 Proposed Budget

Department Information DSR1					
Department			Department of Public Works – General Fund		
Line Item	Division	Description	Change from FY 22	Comments	Net Change
Office Supplies	Admin	Office Supplies	(\$2,500)	Removed one time only cost	(\$2,500)
Grounds Keeping Supplies	P&F	Infield Mix	\$3,000	Based on increased need	\$4,742
	P&F	Seed	\$1,742	Based on current contract pricing & 3.5% inflation	
Vehicular Supplies	Fleet	GPS Equipment	\$2,000	Based on an increased need to purchase GPS equipment for older vehicles	\$13,500
	Fleet	Vehicle Repair Parts & Batteries	\$5,000	Based on prior year's spending	
	Fleet	Vehicle Tires	\$5,000	Based on prior year's spending	
	RSW	Cutting & Rubber Edges	\$1,500	Based on prior year's spending	
Gasoline & Diesel Fuel	Admin	Gasoline	\$1,364	Based on 3 year consumption average	\$32,094
	BMD	Gasoline	\$8,167	Based on 3 year consumption average	
	Eng.	Gasoline	\$1,175	Based on 3 year consumption average	
	Fleet	Diesel	\$407	Based on 3 year consumption average	
	Fleet	Gasoline	\$3,757	Based on 3 year consumption average	
	Highway	Diesel	\$4,761	Based on 3 year consumption average	
	Highway	Gasoline	\$3,375	Based on 3 year consumption average	
	P&F	Diesel	(\$3,054)	Based on 3 year consumption average	
	P&F	Gasoline	\$11,594	Based on 3 year consumption average	
	RSW	Diesel	(\$667)	Based on 3 year consumption average	
	RSW	Gasoline	\$1,215	Based on 3 year consumption average	

Department Information DSR1					
Department			Department of Public Works – General Fund		
Line Item	Division	Description	Change from FY 22	Comments	Net Change
Public Works Supplies	Eng.	Drafting, Engineering, & Surveying Supplies	\$500	Based on increased need	\$43,599
	Fleet	Hardware Supplies	\$500	Based on increased need	
	Fleet	Shop Supplies	\$575	Based on increased need	
	Fleet	Welding Supplies	\$500	Based on increased need	
	Highway	Asphalt	\$40,344	30% increase on current market inflation	
	Highway	Granite Curbing	\$1,180	20% increase on current market inflation	
Other Supplies & Equipment	BMD	Playground Supplies	(\$5,000)	Moved to Park & Rec budget	(\$13,000)
	BMD	Wood Fiber Surfacing	(\$8,000)	Moved to Park & Rec budget	

Operating CapitalBuilding Maintenance – Utility Trailer

This request is to replace the existing utility trailer that is over 30 years old. This piece of equipment is vital in transporting gym equipment and other very large items.

Building Maintenance – Utility Tractor

This request is for a utility tractor that would be used in snow removal at the schools.

Parks & Forestry – Batting Cages

This request is to repair/replace existing batting cages throughout Town on a rotating schedule.

Parks & Forestry – Electric Mower

This request is for an electric mower. The Town's grass cutting and trimming program is completed with small zero turn mowers and this would replace an existing zero turn mower with an all electric zero turn mower.

Recycling & Solid Waste – Open Top Trailer

This request is to replace an existing open top trailer, on a seven-year replacement schedule. These trailers are used to haul trash around the Recycling and Transfer Station and to the recycling plant or incinerator for processing. The new trailer may have an automatic tarping feature that should allow the tarps to last longer.

Recycling & Solid Waste – Roll Off Containers

This request is to purchase two 40-yard roll-off containers as part of the long-term effort to replace and maintain its inventory of trash and recycling containers.

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Department	Department of Public Works – General Fund
DSR4s <u>Admin – Sustainability Coordinator</u> This request is for a Sustainability Coordinator to help implement the action items in the forthcoming Climate Action Plan and assist in coordinating any and all projects related to sustainability. <u>Building Maintenance – Public Safety Weekend Cleaning</u> This request is for additional overtime to clean the Public Safety Building and Fire Station #2 on the weekends. <u>Building Maintenance – HVAC Supervisor</u> This request is for an HVAC Supervisor to provide oversight to both in house and outsourced HVAC work. <u>Building Maintenance – Custodian</u> This request is for a Float Custodian that would backfill absences and provide additional cleaning in all buildings. <u>Engineering – Survey Party Chief</u> This request is for an additional Survey Party Chief to help provide oversight on construction projects in the field. <u>Engineering – Administrative Analyst</u> This request is for an Administrative Analyst to help provide contract management on projects through the Engineering division. <u>Fleet – Administrative Analyst</u> This request is for an Administrative Analyst that would provide oversight and coordination for purchasing parts, tracking the pool vehicles, processing invoices, coordinating inspections, and other administrative tasks. <u>Highway – Laborer 3</u> This request is for an additional Laborer 3 position to provide the ability to run two full crews during the construction season and the provide much needed additional snow support. <u>Parks & Forestry – High School Athletics Gameday Support</u> This request is for additional overtime to provide additional services during High School Athletics Gamedays. <u>Recycling & Solid Waste – Early Release Day</u> This request is for additional overtime to provide additional trash pickup on early release days. 	
Accomplishments and Activities The divisions performed regular tasks in addition to larger projects and impromptu projects for the benefit of the public. The divisions all responded to work order requests initiated through the Town’s online reporting tools, SeeClickFix and SchoolDude.	

Department Information DSR1	
Department	Department of Public Works – General Fund
At the beginning of FY21, the DPW saw the retirement of its Director, Rick Merson, after 48 years of service with the Town. After taking on the acting roll, in the middle of FY21 Carys Lustig was named the new Director of Public Works. <u>Administration</u> The Administration Division saw many personnel changes that lead to a slight restructuring. Due to the personnel changes, the Division has started to formalize their policies through the creation of Standard Operating Procedures (SOPs) for the entire Department. The Division pursued many grant opportunities and was able to install two parklets on Great Plain Avenue for residents to sit outside through the Shared Streets Grant as well as was able to upgrade the lighting to LED in classrooms at the Newman, Pollard, and Mitchell through the Green Communities Designation Grant. Throughout the COVID-19 pandemic, the Division oversaw the tracking of COVID related spending within the Department and worked with the Finance Department to receive reimbursement funds through both FEMA and the CARES Act. <u>Building Maintenance</u> The Building Maintenance Division oversaw the HVAC and cleaning concerns related to the COVID-19 pandemic, including implementing an increase in air flow to the schools to help combat the virus, providing regular testing and balancing reports to the schools, implementing an updated filter changeout program, and enhanced custodial services. The Division has improved their customer service and responsiveness to building managers. The Division was able to fill all vacancies within their management and custodial staff. Over FY21 and FY22, a new work order and asset management system has been initiated, including asset tagging, improved preventative maintenance programs, and facility assessments. The Building Maintenance Division has upgraded their HVAC systems to operate more efficiently and has implemented an outsourced HVAC maintenance program. The Division saw the new Public Safety Building and Fire Station #2 come online and provided extensive support. Additionally, the Division started to actively participate in Public Permanent Building Committee (PPBC) meetings and improved coordination with Building Design and Construction for more efficient transition between projects. <u>Engineering</u> The Engineering Division completed multiple projects including drain system rehabilitation, several NPDES related works, and the installation of rapid rectangular flashing beacons. The Division also completed a survey plan for Central Avenue and Hunnewell Street, final inspections of the Eversource Redundancy Project, reviews of dozens of Eversource Gas Main projects, and a traffic signal plan for Needham Heights. The Engineering Division reviewed the Heather Lane, Hutter Ridge, and Sunrise Terrace subdivision work as well as multiple traffic impact studies, including the Muzi Ford Redevelopment proposal and the post-development Route 128 Add-A-Lane studies. The Fisher Street Trailhead and Central Avenue/Centre Street Bridge Safety Analysis were also completed. Due to COVID-19, the Division worked on providing several outdoor dining plans and social distancing plans. <u>Fleet</u> The Fleet Division increased the reporting of the data in their fleet management system. The Division utilized Municibid to sell used equipment, not only bringing in revenue to the Town but also helping out other municipalities in the process. The Fleet Division continued to improve their	

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Department	Department of Public Works – General Fund
maintenance program and snow and ice inspections. The COVID-19 pandemic has caused a shortage in necessary parts, equipment, and new vehicles which the Division has successfully navigated. <u>Highway</u> The Highway Division was very busy in the field as they prepared and surface treated 13.42 lane miles of roadway and rehabilitated another 5.9 lane miles, including on Greendale Ave from the Town of Dedham to Great Plain Ave, West St, Maple St, Beaufort Ave, Hawthorn Ave, Sunset Rd, Cefalo Rd, Taylor St, Willow St, Hamlin Ln, and Hampton Ave. Oak St was fully reconstructed, with new granite curbing, curb cuts, drainage, sidewalk, traffic markings and signs. The Division continued in their efforts to enable safe and sustainable multimodal travel, including biking and walking by reducing vehicle lane widths where feasible and adding bike lanes and continental cross walks on Greendale Ave, Oak St, First Ave, B St, Third Ave, Central Ave, and South St. They reconstructed dozens of sidewalk sections to remove tripping hazards and repaired traffic signals while maintaining meters within the budget. Progress was made toward longer-term goals as well. The Highway Division completed the last phase of the Town-wide sign upgrade program, increased town-wide street sweeping to improve surface drainage and bicycling lane safety, and saw significant improvements from lessons learned in their sidewalk snow clearing pilot in the business area. The design for the MassDOT-funded Complete Streets project is ongoing and should be ready to begin construction in the spring of 2022. While all these planned projects were being worked on, the Highway Division remained responsive to resident concerns and specific areas of need, receiving 1,463 maintenance of public ways and 246 traffic SeeClickFix work order requests. 100% of pothole requests were closed within 3 days and all traffic safety items within 24 hours. There are sidewalk and curbing requests that had to be placed on hold or for future work due to their order of magnitude, but they continue to be monitored. <u>Parks & Forestry</u> The Parks & Forestry Division worked hard to balance their demanding operational responsibilities with their longer-term plans. Despite being down a full-time employee from their 4-person Forestry team, the Division managed to avoid any major interruptions to their daily service to the community or their Storm Standby duties. They successfully maintained the athletics schedules for youth groups and Needham High School Athletics all while combatting excessive rains that led to excessive growth and major equipment issues for the majority of the growing year. Even with these challenges, Parks & Forestry took on a full slate of projects and initiatives. The Division instituted new methods for maintaining weed control and diamond conditions at Needham's 24 baseball and softball fields, resulting in more playable and safer weed-free environments. They raised, repaired, and leveled all irrigation sprinkler heads at the High Rock soccer field and continued to work through irrigation issues at Memorial Park field to account for the new Park building PPBC project. Parks & Forestry held meetings with Memorial Park user groups, the High School, Park & Recreation, and the Park trustees to work on securing the dugouts by adding lockable fencing at each location to protect the area from vandalism. New security gates were also installed at Cricket Field in response to an incident where a trespassing car damaged much of the new field. While all of this work was being planned and executed, the Parks & Forestry Division remained responsive to resident concerns and specific areas of need, resolving over two hundred SeeClickFix requests and work orders. They were also involved in a number of community events in April 2021	

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Department		Department of Public Works – General Fund	
celebrating Earth Day and Arbor Day, providing a valuable service in representing the Department of Public Works and fostering an appreciation for trees and the natural environment. The Division collaborated with Park & Recreation to lead the “Town-Wide Clean-up Day” and supply tree saplings and planting information at the Rosemary Pool complex. They also combined forces with event cohosts Hartney Greymont and Eversource Electric to plant trees and shrubs, perform landscaping improvements, and spread mulch at play areas in Riverside Park, celebrated with 2 nd grade students and staff at Mitchell Elementary School by planting several trees including a Japanese Tree Lilac and an Autumn Cherry, and helped members of the Needham Soccer Club plant 5 new trees at Memorial Park.			
As a result of these and other year-round efforts, the Parks & Forestry Division was honored as a Tree City USA-recognized community for the 26th year.			
<u>Recycling & Solid Waste</u>			
The Recycling & Solid Waste Division provided operational support to multiple capital projects, including clearing the project site, hauling compost tailings to Ridge Hill and spreading ground mulch, moving more than 800 cubic yards of clay waste, and prepared and oversaw delivery of approximately 125 tri-axle loads of millings. Additionally, the Division created temporary waste tipping and storage areas to manage inflow of bulky waste, increased Monday availability for contractor bulky waste drop off, and constructed an interlocking concrete block bin to unload commercial bulky waste loads.			
The Recycling & Solid Waste Division oversaw the disposal of 619 mattresses, 606 tons of scrap steel, 4,150 cubic yards of compost, 15 tons of tires, 59 tons of cathode ray tube devices (CRTs), 15 tons of paint, 3,374 tons of compost tailings, and 377 units of propane tanks. The Division oversaw the processing of 331 tons of interdivisional organics, 307 tons of commercial organics, and 58 tons of interdivisional non-organics. The Division also ran a successful Household Hazardous Waste Day, serving 301 vehicles. The Recycling & Solid Waste Division partnered with Building Maintenance and the School Department on cleanouts, delivering roll off containers. Despite the COVID-19 pandemic, the Recycling & Solid Waste Division kept the RTS open to the public and contractors and reopened the Swap Shop.			
<u>Spending Request Recap</u>			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
• Salary and Wages	9,940,840	571,972	10,512,812
• Expenses	8,109,514	70,550	8,180,064
• Capital	190,499	0	190,499
• Snow & Ice	433,139	0	433,139
• Total DSR2 & DSR4 Request (a through d)	18,673,992	642,522	19,316,514
V2023			

Fiscal Year 2023 Proposed Budget

Department Expenditure Detail DSR2																	
Department				Department of Public Works – General Fund													
Object				Description							Amount						
DSR2A																	
Permanent Personnel	Last Year (FY2021)			Current Year (FY2022)			Next Year (FY2023)										
	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)								
	119		119	121		121	121		121								
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count		PT Head Count							
							X										
Union Positions:		BCTIA	X	Fire A		Fire C	[]	ITWA	[X]	NIPEA	[X]	Police	[]	Police Superior	[]	NA	[]
1. Salary and Wage Permanent Positions.																	
a.	PRD1 Salary and Wages Base										8,569,415						
b.	PRD1 Differentials (Conditions, Requirements, Shifts)																
c.	PRD1 Education																
d.	PRD1 Extra Holiday										20,110						
e.	PRD1 Longevity										88,956						
f.	PRD1 Snow Program										102,000						
g.	PRD1 Uniform																
h.	PRD1 Other Compensation										30,900						
i.	PRD1 Budget Adjustments										33,891						
										PRD1 Sub Total		8,845,272					
j.	DSR3 Other Compensation										0						
										Sub Total 1		8,845,272					
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)																	
a.																	
b.																	
c.																	
d.																	
e.	DSR3 Total										199,572						
										Sub Total 2		199,572					
3. Salary and Wage Overtime (Itemized Below)																	
a.	Scheduled Overtime (contractually obligated)										81,959						
b.	Training and Development																
c.																	
d.																	
e.	DSR3 Total										772,837						
										Sub Total 3		854,796					
4. Other Salary and Wage Expenses – (Itemized Below)																	
a.	Incentive Programs										41,200						
b.	Pay In Lieu of Accrued Leave																
c.	Program Stipend																
d.	Tuition Reimbursement																
e.	Working Out of Grade																
f.	DSR3 Other Compensation																
										Sub Total 4		41,200					

Fiscal Year 2023 Proposed Budget

Department Expenditure Detail DSR2		
Department	Department of Public Works – General Fund	
5. Total Salary and Wages (1+2+3+4)		9,940,840
DSR2B		
Object	Description	Amount
Energy (521x)	Building Maintenance: • Oil (99,648)	99,648
Repairs & Maintenance Services (524x – 525x)	Administration • Copier, Printer, & Typewriter Repair (6,000) Building Maintenance: • Alarm & Sprinkler Servicing (114,648) • Building Repairs (106,909) • Door Access Systems (39,956) • Door Repairs (56,677) • Electrical Repair (59,024) • Elevator Maintenance (145,253) • Equipment Repair (16,200) • Extinguisher Service (14,210) • Fence Repairs (12,400) • General Repair (14,500) • Generator Repair (31,825) • Hardware Maint. Agreement (57,377) • HVAC Maintenance (542,373) • Masonry Repair (70,735) • Mech. Electric. Plumb. (31,393) • Plumbing Repairs (41,242) • Roof Repairs (79,163) • Welding Repairs (13,782) Engineering • Large Document Copiers & Survey Equip. Repair (930) Fleet • Equipment Repair (10,000) • Fuel Tank Maintenance (3,000) • Lift Refurbishment (20,000) • Vehicle & Equipment Inspections (15,000) • Vehicle Repair (50,000) Highway • Message Board Repairs (2,000) • Repairs & Maintenance to Traffic Signals (18,629) • Roadway Markings (152,792) • Fence/Guardrail (20,000) Parks & Forestry • Electrical Repair (4,000) • Equipment Repair (14,800) • Fence Repair (20,000)	1,873,318

Fiscal Year 2023 Proposed Budget

Department Expenditure Detail DSR2		
Department	Department of Public Works – General Fund	
	• Irrigation Repair (20,000) Recycling & Solid Waste • Loader Repair (8,000) • Other Equipment Repair (3,000) • Other Vehicle Repair (7,000) • Packer Repair (2,000) • Power Washer Repair (1,000) • Scale Calibration (3,000) • Scale Repair (1,000) • Tire Repair & Install (27,000) • Trailer Inspections (1,500) • Trailer Tarp Repair (5,000) • Trommel Repair (10,000)	
Rental & Leases (527X)	Building Maintenance • Rentals of Specialty Equipment (5,100) Fleet • Shop Supplies, Gas, & Welding Supplies (1,500) Highway • Rentals of Specialty Equipment (4,000) Recycling & Solid Waste • Misc. Equipment Rentals (9,000) • Oxygen & Acetylene Tank Rental (600) • Water Cooler Rental (500)	20,700
Other Property Related Services (529x)	Building Maintenance • Contract Cleaning (783,250) • Energy Upgrade (32,000) • General Services (25,200) • Hazardous Waste Disposal (5,500) • Irrigation Systems (18,655) • Other Prop. Related Services (29,259) • Parking Lot Maintenance (30,000) • Pest Control Services (24,748) • Window Washing (10,200) Highway • Crack Seal (78,449) • Disposal of Street Sweepings (31,544) • Road Surface Treatments (119,277) • Roadway Paving (379,946) • Sidewalk Curb, and HP Improvements (93,934) • Street Sweeping (31,748)	3,425,961

Fiscal Year 2023 Proposed Budget

Department Expenditure Detail DSR2		
Department	Department of Public Works – General Fund	
	Parks & Forestry - Contracted Mowing/Mulching (271,308) - Crane Work – Trees (20,000) - Diamond Maintenance (10,000) - Fertilizer & Grub Control (147,507) - Field Work (54,102) - Invasive Weed Control – Carol Brewster (4,900) - Rail Trail Maintenance (12,000) - Sod Installation (4,000) - Soil Sampling (1,773) - Top Dressing (25,096) - Tree Spade (6,000) - Wetting Agent (12,616) - Winter Moth Spray (1,200) - Xeriscape Plantings (4,000) Recycling & Solid Waste - Landfill Mowing (10,000) - MSW Disposal (691,606) - MSW Hauling (209,385) - Organics Recycling Program (94,000) - Paper Shredding (2,000) - Recycling Disposal (30,968) - Recycling Hauling (119,790)	
Professional & Technical Services (530x – 531x)	Administration - Consolidated Work Order System (48,000) - PeopleGIS – PeopleForm Licenses (5,000) - Seminars & Training (8,000) Building Maintenance - Engineering Consulting (31,000) - HVAC Programming (111,863) - Licensed Professional Services (45,000) - Professional & Technical (34,534) - Seminars & Training (9,000) - Software Licenses (9,000) Engineering - Inspectional Services – Street Permits (45,000) - Right-of-Way & Property Surveys (30,000) - Seminars & Training (1,000) Fleet - Annual Licensing for Electronic	475,622

Fiscal Year 2023 Proposed Budget

Department Expenditure Detail DSR2		
Department	Department of Public Works – General Fund	
	- Diagnostic Tool (6,500) - Fuel Management Software (10,850) - GPS Monitoring Services (16,000) - Seminars & Training (4,000) - Vehicle Maintenance Software (10,275) Highway - Seminars & Training (2,500) Parks & Forestry - Consulting (4,000) - Seminars & Training (2,000) Recycling & Solid Waste - Landfill Groundwater Monitoring & Testing (37,000) - PC Scale Annual Contract (900) - Seminars & Training (3,200) - Soil & Compost Testing (1,000)	
Communications (534x)	Administration - Legal Ads (4,135) - Postage (500) - Printing (350) - Wireless Communications (3,200) Building Maintenance - Cable/Internet (20,000) - Landline Telephone (135,400) - Postage (1,600) - Printing & Mailing (400) - Wireless Communications (17,490) Engineering - Cell Phones (4,000) - Postage (300) - Printing (200) Fleet - Cell Phones (3,100) - Postage (50) Highway - Cell Phones (4,500) - Postage (500) - Printing – Payroll Books (250) - Telephones (600) Parks & Forestry - Cell Phones (3,900) - Postage (150) - Telephones (505) Recycling & Solid Waste - Business Cards (100) - Cell Phones (3,900)	208,880

Fiscal Year 2023 Proposed Budget

Department Expenditure Detail DSR2		
Department	Department of Public Works – General Fund	
	• Disposal Stickers (1,000) • Fax Line (2,500) • Other Printed Material (1,000) • Postage (150)	
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)	Building Maintenance • Other Purchase of Service (8,000) • Water Filtration (4,600) Fleet • Towing Services (6,100) • Vehicle Washing (30,000) Highway • Police Details (25,212) Parks & Forestry • Goose Management Program (20,000) • Police Details (6,876) Recycling & Solid Waste • Crack Sealing Pavement (1,000) • E-Waste (20,000) • Granite Curbing Maintenance (6,000) • HH Hazardous Waste (20,000) • Line Painting (4,000) • Log & Brush Grinding (30,200) • Mattress Recycling Program (14,500) • Medical Waste Disposal (2,100) • Paint Disposal (Oil) (7,000) • Police Detail (1,490) • Refrigerant Disposal (9,500) • Rock Crushing/Material Processing (25,000) • Septic Tank Pumping (9,000) • Tailings Disposal (20,720) • Tire Disposal (3,000) • Universal Waste Disposal (3,500) • Waste Oil Burner Maintenance (1,500)	279,298
Office Supplies (542x)	Administration • Office Supplies (27,600)	27,600
Building & Equipment Supplies (543x)	Building Maintenance • Carpentry Supplies (87,000) • Electrical Supplies (94,500) • Flooring & Carpet Supplies (10,000) • Glass & Glazier Supplies (10,700) • HVAC Supplies (137,500) • Misc. Supplies (83,093)	499,993

Fiscal Year 2023 Proposed Budget

Department Expenditure Detail DSR2		
Department	Department of Public Works – General Fund	
	• Plumbing Supplies (64,000) Parks & Forestry • Light Bulbs, Paint, & Hardware (700) Recycling & Solid Waste • Gates & Signs (7,500) • Misc. Supplies (5,000)	
Custodial Supplies (545x)	Building Maintenance • Custodial Supplies (275,137)	275,137
Grounds Keeping Supplies (546x)	Building Maintenance • Grounds Keeping Supplies (9,100) Highway • Seed & Fertilizer (1,000) Parks & Forestry • Infield Mix (8,000) • Irrigation Supplies (5,000) • Loam, Sod, & Soil Additives (5,000) • Marking Lime (400) • Mulch (2,900) • Quick Dry Clay (1,500) • Rubber Crumb Top Dressing (4,500) • Sand (350) • Seed (51,499) • Trees & Shrubs (10,000)	99,249
Vehicular Supplies (548x)	Fleet • Fuel Additives & DEF Fluids (10,000) • GPS Equipment (2,000) • Vehicle Repair Parts & Batteries (95,000) • Vehicle Tires (30,000) Highway • Cutting Edges & Related Accessories (11,036) • Sweeper Brooms & Wear Parts (6,670) Parks & Forestry • Parts & Supplies, Fuel Additives (2,100) Recycling & Solid Waste • Additives & Fluids (6,000) • Cutting & Rubber Edges (7,500) • Trommel Parts (4,000) • Waste Handling Dozer Parts (5,000)	179,306
Gasoline and Diesel Fuel (5481)	Administration	211,805

Fiscal Year 2023 Proposed Budget

Department Expenditure Detail DSR2		
Department	Department of Public Works – General Fund	
	- Gasoline (2,819) Building Maintenance - Gasoline (26,152) Engineering - Gasoline (4,309) Fleet - Diesel (4,554) - Gasoline (16,607) Highway - Diesel (45,464) - Gasoline (7,773) Parks & Forestry - Diesel (17,892) - Gasoline (29,991) Recycling & Solid Waste - Diesel (53,172) - Gasoline (3,072)	
Food and Service Supplies (549x)	Administration - Food & Service Supplies (500) Building Maintenance - Food & Service Supplies (500) Recycling & Solid Waste - Water (500)	1,500
Medical Supplies (550x)	Fleet - Vehicle First Aid Kits (2,000) Highway - Over the Counter Medical Supplies (100) Parks & Forestry - First Aid Supplies (750) Recycling & Solid Waste - Medical Supplies (500)	3,350
Public Works Supplies (553x)	Engineering - Drafting, Engineering, & Surveying Supplies (1,600) Fleet - Hardware Supplies (1,500) - Shop Supplies (7,000) - Welding Supplies (1,500) Highway - Asphalt (174,825) - Concrete & Masonry Supplies (2,100) - Dead Animal Supplies (106) - Granite Curbing (7,081) - Lumber & Hardware (950) - Personal Safety Equipment (700) - Tools (2,250) - Traffic Control Supplies (5,000)	362,066

Fiscal Year 2023 Proposed Budget

Department Expenditure Detail DSR2		
Department	Department of Public Works – General Fund	
	- Traffic Marking Paint (3,617) - Traffic Signal Equipment & Supplies (5,744) - Traffic Signs (22,843) Parks & Forestry - Lumber, Paint, Tools, Parts & Accessories, Misc. Hardware, Field Marking Supplies (16,800) Recycling & Solid Waste - Calcium Chloride, Speedy Dry, Etc. (1,000) - Carpentry Supplies (2,000) - Gaylord Boxes for Paint (1,000) - Landfill Flare Parts (1,000) - Paint (250) - Pay-per-Throw Supplies (84,000) - Public Space Recycling Containers (1,000) - Replacement Dumpsters & Lids (5,000) - Replacement Flares (8,200) - Tarps & Bungee Cords (5,000)	
Other Supplies & Equipment (558x)	Administration - Other Supplies & Equipment (2,300) Building Maintenance - Flags (780) - Uniforms (7,750) Engineering - Plan Size Copy Paper, Large Toner Bar, Books, & Manuals (1,000) Fleet 2-Way Radio Supplies (1,000) - Clothing Supplies (1,030) - Shop Equipment (3,000) Highway - Clothing Supplies (2,345) Parks & Forestry - Clothing, Work & Safety Gear, Supplies & Equipment (9,270) - Dog Park & Other Recreation Supplies (5,000) Recycling & Solid Waste - Employee PPE Gear & Clothing (3,350)	36,825
Governmental Charges (569x)	Building Maintenance Boiler Inspection (2,500) Engineering	6,655

Fiscal Year 2023 Proposed Budget

Department Expenditure Detail DSR2		
Department	Department of Public Works – General Fund	
	- Registry of Deeds Fees (1,000) Fleet - Licenses & Certifications (250) Highway - Licenses & Certifications (505) Parks & Forestry - Licenses & Certifications (1,800) Recycling & Solid Waste - Hoisting & CDL Licensing (600)	
Travel & Mileage (571x – 572x)	Administration - In State/Mileage (1,500) - Out of State (5,000) Building Maintenance - Conf In State (500) - Conf Out of State (1,500) - Mileage Reimbursement (1,250) Engineering - Travel & Mileage (500) Fleet - Travel & Mileage (50) Parks & Forestry - Travel & Mileage (250) Recycling & Solid Waste - Conf Out of State (2,500)	13,050
Dues & Subscriptions (573X)	Administration - Professional Association Memberships (1,200) Building Maintenance - APWA (800) - MFAA (1,450) Engineering - Professional Association Memberships (1,200) Fleet - Professional Association Memberships (900) Highway - Professional Association Memberships (1,000) Parks & Forestry - Professional Association Memberships (2,000) Recycling & Solid Waste - Professional Association Memberships (1,001)	9,551
Other Expenses (574 X – 579x)		
6. Total Expenses		8,109,514
DSR2C		
Capital Equipment Replacement (587X)	Building Maintenance: Utility Tractor	190,499

Fiscal Year 2023 Proposed Budget

Department Expenditure Detail DSR2				
Department	Department of Public Works – General Fund			
	(27,000) Building Maintenance: Utility Trailer (4,999) Parks & Forestry: Batting Cages (30,000) Parks & Forestry: Electric Mower (37,000) Recycling & Solid Waste: Open Top Trailer (75,000) Recycling & Solid Waste: Roll Off Containers 2 (16,500)			
7. Total Operating Budget Capital			190,499	
8. Total Base Request (Line 5 + Line 6 + Line 7)			18,240,853	
Does the Department depend on any Federal or State grants to provide services?	YES		NO	X
Did the Department submit any requests for FY2023 for the replacement or upgrade of technology or software to the Information Technology Center?	YES		NO	X
Did the Department submit any requests for FY2023 to the Department of Public Works/Building Maintenance division to improve or upgrade a public building or facility?	YES		NO	X
V2023				

Fiscal Year 2023 Proposed Budget

Department Personnel Supplement DSR3							
Department			Department of Public Works – General Fund				
	Description	Amount	Amount Reflected DSR2A Section				
			1	2	3	4	
1	Administration – Vacation Fill-In (1 person for 8 weeks)	3,755		X			
2	Building Maintenance – Summer Help (4 people for 8 weeks)	19,008		X			
3	Building Maintenance – Co-Op	10,692		X			
4	Building Maintenance – Building Monitors – Town Hall	10,933		X			
5	Building Maintenance – Building Monitors – PSAB	5,307		X			
6	Building Maintenance – Building Monitors – CATH	5,467		X			
7	Building Maintenance – Building Monitors – Rosemary	17,308		X			
8	Building Maintenance – Building Monitors – Memorial Park	20,182		X			
9	Engineering – Summer & Winter Help (2 people for 12 weeks)	14,256		X			
10	Fleet – Summer Help (1 person for 12 weeks)	7,128		X			
11	Fleet – Co-Op	10,692		X			
12	Highway – Summer Help (2 people for 12 weeks)	14,256		X			
13	Parks & Forestry – Summer Help (6 people for 12 weeks)	42,768		X			
14	Parks & Forestry – Co-Op	10,692		X			
15	Recycling & Solid Waste – Summer Help (1 person for 12 weeks)	7,128		X			
16							
17							
18							
19							
20							
21							
22							
23							
24							
25							
I	Total	972,409	X				
Sections							
	Amount Reported Under DSR2A Section 1						
	Amount Reported Under DSR2A Section 2	199,572					
	Amount Reported Under DSR2A Section 3	772,837					
	Amount Reported Under DSR2A Section 4						
II	Total	972,409					
V2023							

Fiscal Year 2023 Proposed Budget

Department Personnel Supplement DSR3							
Department		Department of Public Works – General Fund					
	Description	Amount	Amount Reflected DSR2A Section				
			1	2	3	4	
1	Administration – Complete Overflow Work	10,255			X		
2	Building Maintenance – Sunday Coverage at Library	14,083			X		
3	Building Maintenance – Snow Program	75,745			X		
4	Building Maintenance – Man Out Coverage	66,408			X		
5	Building Maintenance – Additional Trades Work	35,770			X		
6	Building Maintenance – Non-Billable Permit Coverage	39,845			X		
7	Building Maintenance – Boiler Watch	28,180			X		
8	Building Maintenance – Saturday Program	133,342			X		
9	Building Maintenance – CATH Coverage	12,999			X		
10	Building Maintenance – Memorial Park Coverage	10,625			X		
11	Building Maintenance – Remove Pool Equipment	3,984			X		
12	Engineering – Contractor Oversight	5,371			X		
13	Engineering – Complete Overflow Work	1,709			X		
14	Fleet – Seasonal Equipment Services	9,907			X		
15	Fleet – RMV Pre-Inspection	3,302			X		
16	Fleet – PM Service	6,605			X		
17	Highway – Emergency OT	9,812			X		
18	Highway – Animal Pick-Up	4,906			X		
19	Highway – Street Sweeping	17,359			X		
20	Highway – Special Events	7,548			X		
21	Highway – Construction Inspection	19,342			X		
22	Highway – Maintenance of Public Ways	6,605			X		
23	Highway – DPW Markings	21,135			X		
24	Highway – Street Sign Program	3,774			X		
25	Highway – Traffic Signal Repair	3,397			X		
I	Total	972,409					
Sections							
	Amount Reported Under DSR2A Section 1						
	Amount Reported Under DSR2A Section 2	199,572					
	Amount Reported Under DSR2A Section 3	772,837					
	Amount Reported Under DSR2A Section 4						
II	Total	972,409					
V2023							

V2023

Fiscal Year 2023 Proposed Budget

Department Personnel Supplement DSR3							
Department		Department of Public Works – General Fund					
	Description	Amount	Amount Reflected DSR2A Section				
			1	2	3	4	
1	Highway – Downtown Sweeping	9,812			X		
2	Parks & Forestry – Pruning, Removals, Planting	6,692			X		
3	Parks & Forestry – Storm Damage Clean Up	8,922			X		
4	Parks & Forestry – Mowing, Leaves, Watering, Diamond Work	25,279			X		
5	Parks & Forestry – Problems Relating to Irrigation Systems or Buildings, Electrical/Plumbing, & Vandalism	2,355			X		
6	Parks & Forestry – Dog Park	5,948			X		
7	Parks & Forestry – Special Events	1,487			X		
8	Parks & Forestry – July 4 Celebration	4,958			X		
9	Parks & Forestry – Leaf Clean Up at Jack Cogswell	2,974			X		
10	Parks & Forestry – Carol Brewster Maintenance	8,922			X		
11	Recycling & Solid Waste – Additional Staff Support on Saturday	38,286			X		
12	Recycling & Solid Waste – Additional Staff for Paint Collection Days	7,701			X		
13	Recycling & Solid Waste – Staffing for Household Hazardous Waste Day	825			X		
14	Recycling & Solid Waste – Absence Staff Support (Saturdays Only)	16,136			X		
15	Recycling & Solid Waste – Leaf Collection (Sundays)	8,801			X		
16	Recycling & Solid Waste – Monday Equipment Maintenance	38,286			X		
17	Recycling & Solid Waste – Landfill Flare Inspections & Maintenance	2,200			X		
18	Recycling & Solid Waste – Unscheduled Overtime	2,934			X		
19	Recycling & Solid Waste – Weekly Sweeping	9,571			X		
20	Recycling & Solid Waste – Monday Custodial Staff	9,571			X		
21	Recycling & Solid Waste – Sunday Supplemental Trash Service	8,802			X		
22	Recycling & Solid Waste – Town Fairs Container Assistance	367			X		
23					X		
24							
25							
I	Total	972,409					
Sections							
	Amount Reported Under DSR2A Section 1						
	Amount Reported Under DSR2A Section 2	199,572					
	Amount Reported Under DSR2A Section 3	772,837					
	Amount Reported Under DSR2A Section 4						
II	Total	972,409					
V2023							

V2023

Fiscal Year 2023 Proposed Budget

Performance Improvement Funding Request DSR4				
Department	Department of Public Works – General Fund		Fiscal Year	2023
Title	Public Safety Weekend Cleaning OT		Priority	1
DSR4				
Expenditure Classification	FTE	Frequency		Total Amount (A + B)
		Recurring Amount (A)	One Time Only Amount (B)	
1. Salary and Wage	0	17,332		17,332
2. Expense				
3. Operating Capital				
4. Department Total (1+2+3)	0	17,332		17,332
5. Other Costs				17,332
Budgetary Considerations				Yes No
Does this request address a goal of the Select Board or other Board or Committee?				X
If yes, which Board or Committee?		Select Board		
Has this request been submitted in the last three fiscal years and not funded?				X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?				X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				X
Does the request support activities which produce revenue for the Town?				X
If the request is not approved, will current Town revenues be negatively impacted?				X
Is there an increased exposure for the Town if the request is not approved?				X
Is specialized training or licensing required (beyond the initial purchase)?				X
Does this request address a documented health or safety issue?				X
<i>All "YES" responses above must be explained in the narrative below</i>				
Description and Explanation				
This request is to add an overtime budget to accommodate weekend cleaning at the new Public Safety Building and Fire Station #2. During the COVID-19 pandemic, Building Maintenance had been providing enhanced cleaning at these locations, whereas they were previously not serviced on the weekends. In order to properly maintain these brand new buildings, custodial services are being added to the weekends. The new building is open 24 hours a day and 7 days a week, operating outside of normal business hours thus requiring staff to be on both day and night shifts. This position would address Goal #1 of the Select Board. This position will allow us to maintain buildings and infrastructure more effectively and efficiently.				
V2023				

Fiscal Year 2023 Proposed Budget

Performance Improvement Funding Request DSR4				
Department	Department of Public Works – General Fund		Fiscal Year	2023
Title	Laborer 3		Priority	2
DSR4				
Expenditure Classification	FTE	Frequency		Total Amount (A + B)
		Recurring Amount (A)	One Time Only Amount (B)	
1. Salary and Wage	1	67,254		67,254
2. Expense		150		150
3. Operating Capital				
4. Department Total (1+2+3)	1	67,404		67,404
5. Other Costs		33,193		33,193
Budgetary Considerations				Yes No
Does this request address a goal of the Select Board or other Board or Committee?				X
If yes, which Board or Committee?		Select Board		
Has this request been submitted in the last three fiscal years and not funded?				X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?				X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				X
Does the request support activities which produce revenue for the Town?				X
If the request is not approved, will current Town revenues be negatively impacted?				X
Is there an increased exposure for the Town if the request is not approved?				X
Is specialized training or licensing required (beyond the initial purchase)?				X
Does this request address a documented health or safety issue?				X
<i>All "YES" responses above must be explained in the narrative below</i>				
Description and Explanation				
This request is for a Laborer 3 for the Highway Division. The Highway Division presently operates with 10 union staff. With that staff, it maintains 260 lane miles of roadway, 140 linear miles of sidewalk and 246 miles of grass, curbing and parking lots. This expansive scope of work is accomplished by a combination of Town staff and contractors, but in recent years the Division has been unable to recruit and retain as many contractors as before, while also being unable to offset these losses with additional in-house staff. Currently, due to lack of staff, the Highway Division does not have the ability to deploy two full crews in the summer, when the majority of their work is scheduled. This results in inefficiencies such as being forced to use one unnecessarily large work crew or one full crew and one skeleton crew with a limited level of productivity. Adding more Laborers would enable the Division to assign multiple crews with their full capabilities to separate simultaneous projects. The Highway Division has also been identified by DPW as lacking an entry point onto the ladder to higher positions of responsibility, such as an HMEO. Creating a position for an additional Laborer would allow the Division to recruit and retain an entry-level pool of talent (for those without hoisting licenses, etc.) that could be developed into more specialized roles				

Performance Improvement Funding Request DSR4			
Department	Department of Public Works – General Fund	Fiscal Year	2023
Title	Laborer 3	Priority	2
as needed, such as a Craftworker. These higher-level positions are more difficult to fill externally than they are with those who already have experience working within the Division and for the Town. As an important added benefit, this additional staff person would support the Snow and Ice Program as well. During major events, the Town depends on all DPW staff, not just union employees, for snow removal operations. Even though union staff is limited in the amount of vacation they can take during the winter months, there is inevitably some absenteeism due to vacation or sick time. This staff person would be an additional CDL driver, which are vital during snow events. This is in support of the Select Board goal 2.3 "Evaluate Expansion of Snow Removal Efforts, including sidewalk plowing strategies." The ability of the Snow & Ice Program to devote additional resources to keep the downtown sidewalks clear has been explored but has so far been hamstrung by a lack of staff and a large area of coverage that must be maintained for public safety. The additional Laborer would expand the capacity of the Division to clear snow from these central areas with high levels of pedestrian traffic.			
V2023			

Fiscal Year 2023 Proposed Budget

Performance Improvement Funding Request Supplement DSR4S												
Position Title	Laborer 3							Priority	2			
Classification	☒	FT	☐	PT	☐	Seasonal			☐			
Part Time /Seasonal	Hours Per Week						Number of Weeks Per Year					
Compensation Detail												
Base Rate	N3 Step 10									65,354		
Other	Snow Incentive									1,500		
Other	Sick Incentive									400		
Other												
Other												
Other												
Other												
Other												
Salary and Wage Total										67,254		
If Funded the Position Will Require the Following Additional Items												
Description	No	Yes	Explain			Start Up Cost \$		Annual Recurring Cost \$				
Workstation	☒	☐										
Vehicle	☒	☐										
Computer	☒	☐										
Software	☒	☐										
Mobile Communication Device	☒	☐										
Uniform	☐	☒	Shirts & Jackets					150				
Tools	☒	☐										
Equipment	☒	☐										
Other	☐	☐										
Other	☐	☐										
Other	☐	☐										
Totals									150			
Estimated Annual Benefit Cost												
									33,193			
Description and Explanation												
This position would only require uniforms as needed.												
V2023												

Fiscal Year 2023 Proposed Budget

Performance Improvement Funding Request DSR4				
Department	Department of Public Works – General Fund		Fiscal Year	2023
Title	Survey Party Chief		Priority	3
DSR4				
Expenditure Classification	FTE	Frequency		Total Amount (A + B)
		Recurring Amount (A)	One Time Only Amount (B)	
1. Salary and Wage	1	80,106		80,106
2. Expense		2,650	5,000	7,650
3. Operating Capital			45,000	45,000
4. Department Total (1+2+3)		82,756	50,000	132,756
5. Other Costs		35,583		35,583
Budgetary Considerations				Yes No
Does this request address a goal of the Select Board or other Board or Committee?				X
If yes, which Board or Committee?		Select Board		
Has this request been submitted in the last three fiscal years and not funded?				X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?				X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				X
Does the request support activities which produce revenue for the Town?				X
If the request is not approved, will current Town revenues be negatively impacted?				X
Is there an increased exposure for the Town if the request is not approved?				X
Is specialized training or licensing required (beyond the initial purchase)?				X
Does this request address a documented health or safety issue?				X
<i>All "YES" responses above must be explained in the narrative below</i>				
Description and Explanation				
This request is for an additional Survey Party Chief for the Engineering Division. Currently there are two Survey Party Chiefs, but with the increased workload from the many projects the Division has taken on, they are limited in their capacity to work on and supervise all of them simultaneously. To keep up with the demands on their time, the Division needs to expand their staff and their surveying and oversight capabilities. The Survey Party Chief would review land and topographic surveys and engineering projects to determine the personnel, equipment and materials required. They would train, schedule, and direct the activities of the survey party to ensure the accuracy and completeness of survey projects. Additionally, this position would provide assistance with research, the design of sewer and water lines, roads, parking lots, traffic lights, and grade crossings. Acting as a liaison between the Town, governmental agencies, and contractors, the Survey Party Chief would assist in preparing contracts and specifications as well as in inspecting construction work performed by Town personnel and outside contractors to ensure compliance with all applicable Town, state, and federal standards and regulations, such as ADA, wetlands, etc. The Survey Party Chief's duties are essential to the operations of the Engineering Division, and an additional position is necessary to support the Division's expanding responsibilities and				

Performance Improvement Funding Request DSR4			
Department	Department of Public Works – General Fund	Fiscal Year	2023
Title	Survey Party Chief	Priority	3
number of projects they are to manage. Yes, this request is in response to Select Board goal 3.4 – Evaluate Future Use of the Rail Corridor between Dover and Newton, and 3.5 Implement the Downtown Redesign Phase 2. Those projects are complicated, time-intensive, and will require additional surveying support and oversight that the Engineering Division’s Survey Party Chiefs would otherwise be focusing on their backlog of other projects.			
			V2023

Fiscal Year 2023 Proposed Budget

Performance Improvement Funding Request Supplement DSR4S									
Position Title	Survey Party Chief						Priority	3	
Classification	☒	FT	☐	PT	☐	Seasonal			
Part Time /Seasonal	Hours Per Week				Number of Weeks Per Year				
Compensation Detail									
Base Rate	Grade 6 Step 11					80,106			
Other									
Other									
Other									
Other									
Other									
Other									
Other									
Other									
Salary and Wage Total						80,106			
If Funded the Position Will Require the Following Additional Items									
Description	No	Yes	Explain	Start Up Cost \$		Annual Recurring Cost \$			
Workstation	☐	☒	Workstation Needed	2,500					
Vehicle	☒	☐							
Computer	☐	☒	Computer Needed	2,500					
Software	☐	☒	AutoCAD License			2,000			
Mobile Communication Device	☐	☒	Cell Phone			650			
Uniform	☐	☐							
Tools	☐	☐							
Equipment	☐	☒	GPS	23,000					
Other	☐	☒	Total Station	22,000					
Other	☐	☐							
Other	☐	☐							
Totals				50,000		2,650			
Estimated Annual Benefit Cost						35,583			
Description and Explanation									
This position would require a workstation (as one is not currently available), computer, a cell phone, and two pieces of important surveying equipment: a Topcon HiPer HR network rover GPS receiver and a Topcon GM-101 total station. The GPS receiver device processes signals from navigation satellites to provide data related to the surveyed area's position, velocity, and time. It would be used to connect to the State's network in the field and collect hyper-accurate survey data in real time that would be used for design work, the establishment of monuments and boundaries, construction inspections, and for as built construction layouts. This type of GPS unit and its data collector is compatible with the Engineering Division's existing collectors and software setup. A total station is an optical surveying instrument that uses electronics to calculate angles and distances between points. It also has an integrated microprocessor, data collector, and storage system that allows measurements to be stored on the device and uploaded to a computer for									

Performance Improvement Funding Request Supplement DSR4S				
Position Title	Survey Party Chief	Priority	3	
further processing. The requested type of total station is compatible with the requested and existing GPS units, allowing the Division's surveyors to alternate the collection style of data per best industry standards. Both of these are necessary to perform efficient and accurate surveys that will properly inform and guide Town projects, as they have complementary strengths and weaknesses. The GPS equipment reduces the need for traversing across large survey areas to establish reference control points with multiple setups, and the total station eliminates disadvantages posed by overhead obstructions like tree canopies, buildings, etc. The pieces of equipment can be operated independently by single surveyors, allowing the Division to cover multiple projects and surveys simultaneously. This is becoming increasingly necessary with the Division's expanding workload and responsibilities. However, the Engineering Division's existing GPS receivers and total stations are outdated, unreliable, and unwieldy. An additional Survey Party Chief would require new pieces of equipment in order to be useful to the Division's operations and effective in their duties for the Town. Included in this request is a wireless internet hotspot for the Survey Party Chief's cell phone, which is needed to connect the GPS unit to the State's network, as well as an AutoCAD license, which is needed to analyze and map the collected survey data.				
				V2023

Fiscal Year 2023 Proposed Budget

Performance Improvement Funding Request DSR4					
Department	Department of Public Works – Building Maintenance Division		Fiscal Year	FY2023	
Title	HVAC Supervisor		Priority	4	
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
1. Salary and Wage	1	98,219		98,219	
2. Expense		650	2,500	3,150	
3. Operating Capital					
4. Department Total (1+2+3)		98,869	2,500	101,369	
5. Other Costs		37,459		37,459	
Budgetary Considerations				Yes	No
Does this request address a goal of the Select Board or other Board or Committee?				X	
If yes, which Board or Committee?		Select Board			
Has this request been submitted in the last three fiscal years and not funded?					X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?					X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
Does the request support activities which produce revenue for the Town?					X
If the request is not approved, will current Town revenues be negatively impacted?					X
Is there an increased exposure for the Town if the request is not approved?					X
Is specialized training or licensing required (beyond the initial purchase)?					X
Does this request address a documented health or safety issue?					X
All "YES" responses above must be explained in the narrative below					
Description and Explanation					
This request is for a new HVAC Supervisor for the Building Maintenance Division. Currently, the Division has four HVAC technicians who report to the Building Maintenance Supervisors. As the square footage and number of buildings increases in Town, there becomes a need for additional trades staff. HVAC systems continually increase in complexity and require more programming and controls knowledge than previously. Additionally, COVID-19 has lead to a need for additional oversight for air quality control. An HVAC Supervisor would allow one primary point of contact for all HVAC needs, including oversight of in house HVAC technicians and outsourced HVAC contractors. This position would coordinate all HVAC technicians and contractors, triaging emergency calls, provide additional training, oversee the preventative maintenance program for HVAC equipment, and provide daily oversight and troubleshooting of the Building Management System. This request includes the salary (98,219), on time set up costs (2,500), recurring cell phone (650), and a vehicle stipend (3,000) Responsibilities • Oversee HVAC technicians and their workload • Coordinate outsourced HVAC contractors, scheduling and calling out repairs as					

Performance Improvement Funding Request DSR4			
Department	Department of Public Works – Building Maintenance Division	Fiscal Year	FY2023
Title	HVAC Supervisor	Priority	4
necessary • Oversee the HVAC preventative maintenance program • Provide daily oversight and troubleshooting of the Building Management System • Coordinate filter replacements • Generate HVAC work orders and oversee work order completion • Serve as liaison between School and Town buildings for all HVAC concerns • Oversee purchasing of any parts and equipment for HVAC repairs • Respond to emergency HVAC calls This position would address the Select Board goal 1: "Needham plans for and invests in safe, well-maintained and attractive buildings and infrastructure that accommodate a diverse set of community needs."			
V2023			

Fiscal Year 2023 Proposed Budget

Performance Improvement Funding Request Supplement DSR4S											
Position Title	HVAC Supervisor							Priority	4		
Classification	☒	FT	☐	PT	☐	Seasonal					
Part Time /Seasonal	Hours Per Week						Number of Weeks Per Year				
Compensation Detail											
Base Rate	BT9 Step 11									95,219	
Other	Vehicle Stipend									3,000	
Other											
Other											
Other											
Other											
Other											
Other											
Other											
Salary and Wage Total										98,219	
If Funded the Position Will Require the Following Additional Items											
Description	No	Yes	Explain			Start Up Cost \$		Annual Recurring Cost \$			
Workstation	☒	☐									
Vehicle	☒	☐									
Computer	☐	☒	Computer Needed			2,500					
Software	☐	☒									
Mobile Communication Device	☐	☒	Cell Phone					650			
Uniform	☐	☒									
Tools	☐	☐									
Equipment	☐	☐									
Other	☐	☐									
Other	☐	☐									
Other	☐	☐									
Totals							2,500		650		
Estimated Annual Benefit Cost											
									31,967		
Description and Explanation											
This position would require a cell phone, and a uniform. As new HVAC technology, air quality requirements due to COVID 19, and the Town's square footage increases the requirement for experienced HVAC supervisors is needed.											
V2023											

Fiscal Year 2023 Proposed Budget

Performance Improvement Funding Request DSR4					
Department	Department of Public Works – General Fund		Fiscal Year	2023	
Title	Administrative Analyst		Priority	5	
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
1. Salary and Wage	1	80,106		80,106	
2. Expense		650	5,000	5,650	
3. Operating Capital					
4. Department Total (1+2+3)	1	80,756	5,000	85,756	
5. Other Costs		33,645		33,645	
Budgetary Considerations				Yes	No
Does this request address a goal of the Select Board or other Board or Committee?				X	
If yes, which Board or Committee?		X			
Has this request been submitted in the last three fiscal years and not funded?				X	
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?					X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
Does the request support activities which produce revenue for the Town?					X
If the request is not approved, will current Town revenues be negatively impacted?					X
Is there an increased exposure for the Town if the request is not approved?					X
Is specialized training or licensing required (beyond the initial purchase)?					X
Does this request address a documented health or safety issue?					X
<i>All "YES" responses above must be explained in the narrative below</i>					
Description and Explanation					
This request is for a new Administrative Analyst position within the Fleet Division. Currently, there are four mechanics and one master mechanic servicing over 200 vehicles. The costs of this position include salary (80,106), cell phone service (650), and a one time cost to set up office space (5,000). All mechanics are responsible for parts management at this time. Often, mechanics are taken away from performing mechanical tasks to place orders and receive parts. Fleet projects have been delayed due to parts availability. Parts management would be centralized under this new position, thus reducing lag time in placing orders. Centralizing these tasks will lead to better managed inventory controls and more opportunity to conduct research on best sourcing of products and supplies. The responsibilities and level of service from the Fleet Division have increased over time, including assistance with all fleet related issues within the DPW as well as other Town Departments. The vehicles serviced by the Fleet Division have become more sophisticated and require higher level of technical expertise. The Town's vehicle inventory has also become more diverse with multiple fuel types including gas, diesel, hybrids, and plug in electric vehicles, along with heavy construction and specialty equipment.					

Performance Improvement Funding Request DSR4			
Department	Department of Public Works – General Fund	Fiscal Year	2023
Title	Administrative Analyst	Priority	5
General Summary The Administrative Analyst position is responsible for tracking and updating the Division's maintenance, parts, and fuel software systems to ensure efficiency, proper record keeping, and repair tracking for all Fleet assets and accessories. This position will monitor the Town's fuel depot product levels and coordinate deliveries to meet standard and seasonal demands. The Administrative Analyst will order necessary parts and service supplies to ensure schedules are maintained, will track all parts and service orders, process invoices, track Division spending, research cost efficient and appropriate parts, and track inventory. This position will coordinate annual State/DOT inspections to insure compliance and safe operating condition as well as coordinate and schedule preventative maintenance throughout the Town. Perform other duties as required. Responsibilities • Maintain vehicle, maintenance, repairs, parts, and fuel records utilizing the appropriate software to ensure accurate and required documentation. • Facilitates the purchasing and maintenance of repair parts and shop supply inventories to meet scheduling demands. • Utilize the Town's purchase order software to procure necessary material and services while working within approved budget funding. • Prompt processing of vendor parts and services invoices. • Manage the Town's fuel depot inventory levels and inspects fuel deliveries to verify accuracy and DEP protocols. • Assists in managing the Department of Public Works pool vehicles. • Maintain the Division's Safety Data Sheet (SDS) files. • Research cost effective and appropriate purchasing options for the Division. This request is in support of the Select Board goal that Needham "Models stewardship and sustainability of the Town's financial, human, information and physical assets." Yes, this request has been previously submitted as a "Fleet Services and Parts Manager".			
V2023			

Fiscal Year 2023 Proposed Budget

Performance Improvement Funding Request Supplement DSR4S										
Position Title	Administrative Analyst						Priority	5		
Classification	X	FT		PT			Seasonal			
Part Time /Seasonal	Hours Per Week						Number of Weeks Per Year			
Compensation Detail										
Base Rate	Grade 6 Step 11								80,106	
Other										
Other										
Other										
Other										
Other										
Other										
Other										
Other										
Salary and Wage Total									80,106	
If Funded the Position Will Require the Following Additional Items										
Description	No	Yes	Explain			Start Up Cost \$		Annual Recurring Cost \$		
Workstation		X	Workstation needed			2,500				
Vehicle	X									
Computer		X	Computer needed			2,500				
Software										
Mobile Communication Device		X	Cell Phone					650		
Uniform	X									
Tools	X									
Equipment	X									
Other										
Other										
Other										
Totals							5,000		650	
Estimated Annual Benefit Cost										
						33,645		33,645		
Description and Explanation										
This request would require a workstation, a computer, and a cell phone.										
V2023										

Fiscal Year 2023 Proposed Budget

Performance Improvement Funding Request DSR4				
Department	Department of Public Works – Building Maintenance Division		Fiscal Year	2023
Title	Custodian		Priority	6
DSR4				
Expenditure Classification	FTE	Frequency		Total Amount (A + B)
		Recurring Amount (A)	One Time Only Amount (B)	
1. Salary and Wage	1	57,248		57,248
2. Expense		800		800
3. Operating Capital				
4. Department Total (1+2+3)	1	58,048		58,048
5. Other Costs		31,967		31,967
Budgetary Considerations				Yes No
Does this request address a goal of the Select Board or other Board or Committee?				X
If yes, which Board or Committee?		Select Board		
Has this request been submitted in the last three fiscal years and not funded?				X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?				X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				X
Does the request support activities which produce revenue for the Town?				X
If the request is not approved, will current Town revenues be negatively impacted?				X
Is there an increased exposure for the Town if the request is not approved?				X
Is specialized training or licensing required (beyond the initial purchase)?				X
Does this request address a documented health or safety issue?				X
<i>All "YES" responses above must be explained in the narrative below</i>				
Description and Explanation				
This request is for an additional Custodian position that would be considered a Float Custodian. The Float Custodian position consists of a staff member that is assigned to town or school buildings depending on the need. If a custodian is out on sick, personal, vacation, FMLA, or workers comp, a Float Custodian would allow for Building Maintenance to have a custodian who can fill in when needed. On average, Building Maintenance experiences around 6.57 custodial absences every day. This position would aid in relieving the workload of existing custodians and decrease the amount of overtime needed to properly upkeep the town and school buildings. Additionally, this will increase efficiency and allow for management to focus on other areas as opposed to spending significant time coordinating staffing. Lastly, we believe that this position will improve morale among custodial staff. As the square footage and number of buildings increases in Town, there becomes a need for additional custodial staff at any given time, on any given day, at any building. A Float Custodian would allow for the Division to have a custodian who can fill in when needed, backup buildings with custodial staff out, respond to emergency situations, and provide additional support to any building. This request includes the salary (55,848), and recurring cell phone and uniform costs (800). This position would address Goal #1 of the Select Board. This position will allow us to maintain buildings and infrastructure more effectively and efficiently.				

Fiscal Year 2023 Proposed Budget

Performance Improvement Funding Request Supplement DSR4S											
Position Title	Custodian						Priority	6			
Classification	X	FT			PT		Seasonal				
Part Time /Seasonal	Hours Per Week						Number of Weeks Per Year				
Compensation Detail											
Base Rate	BCS1 Step 8								55,848		
Other	Snow Incentive								1,000		
Other	Sick Incentive								400		
Other											
Other											
Other											
Other											
Other											
Other											
Salary and Wage Total								57,248			
If Funded the Position Will Require the Following Additional Items											
Description	No	Yes	Explain			Start Up Cost \$		Annual Recurring Cost \$			
Workstation	X										
Vehicle	X										
Computer	X										
Software	X										
Mobile Communication Device		X	Cell Phone					650			
Uniform		X	Shirt & Jackets					150			
Tools											
Equipment											
Other											
Other											
Other											
Totals								800			
Estimated Annual Benefit Cost										31,967	
Description and Explanation											
This position would require a cell phone, and a uniform. As the square footage and number of buildings increases in Town, there becomes a need for additional custodial staff at any given time, on any given day, at any building. A Float Custodian would allow for the Division to have custodian who can fill in when needed, backup buildings with custodial staff out, respond to emergency situations, and provide additional support to any building.											
V2023											

Fiscal Year 2023 Proposed Budget

Performance Improvement Funding Request DSR4					
Department	Department of Public Works – Recycling and Solid Waste Division		Fiscal Year	2023	
Title	RTS Overtime – Early Release Day		Priority	7	
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
1. Salary and Wage	0	2,750		2,750	
2. Expense					
3. Operating Capital					
4. Department Total (1+2+3)	0	2,750		2,750	
5. Other Costs					
Budgetary Considerations				Yes	No
Does this request address a goal of the Select Board or other Board or Committee?				X	
If yes, which Board or Committee?		Select Board			
Has this request been submitted in the last three fiscal years and not funded?					X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?					X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
Does the request support activities which produce revenue for the Town?					X
If the request is not approved, will current Town revenues be negatively impacted?					X
Is there an increased exposure for the Town if the request is not approved?					X
Is specialized training or licensing required (beyond the initial purchase)?					X
Does this request address a documented health or safety issue?					X
<i>All "YES" responses above must be explained in the narrative below</i>					
Description and Explanation					
This request is to add an overtime budget to accommodate extra trash created by early release days. Early release results in students congregating in public places, often eating food bought in local stores. These public spaces are primarily the Town Hall Common, Greene's Field, Memorial Field and Needham Heights. Trash is primarily left around these areas, or stacked atop overflowing barrels, necessitating RTS staff to empty overflowing barrels and clear litter throughout these areas. The trash collection service is necessary to ensure that the trash does not become a windblown nuisance and does not attract vermin to the public spaces. This overtime supplemental trash collection is performed by two RTS staff, and resources are devoted to ensuring every early release date is covered. This request does support the Select Board Goal 1.6: "Explore options for reducing amount of public litter including General By-law re: Household trash and Funding for trash removal efforts."					
V2023					

Fiscal Year 2023 Proposed Budget

Performance Improvement Funding Request DSR4				
Department	Department of Public Works – General Fund		Fiscal Year	2023
Title	High School Athletics Gameday Support OT		Priority	8
DSR4				
Expenditure Classification	FTE	Frequency		Total Amount (A + B)
		Recurring Amount (A)	One Time Only Amount (B)	
1. Salary and Wage	0	4,461	0	4,461
2. Expense				
3. Operating Capital				
4. Department Total (1+2+3)		4,461	0	4,461
5. Other Costs				
Budgetary Considerations				Yes No
Does this request address a goal of the Select Board or other Board or Committee?				X
If yes, which Board or Committee?				
Has this request been submitted in the last three fiscal years and not funded?				X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?				X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				X
Does the request support activities which produce revenue for the Town?				X
If the request is not approved, will current Town revenues be negatively impacted?				X
Is there an increased exposure for the Town if the request is not approved?				X
Is specialized training or licensing required (beyond the initial purchase)?				X
Does this request address a documented health or safety issue?				X
<i>All "YES" responses above must be explained in the narrative below</i>				
Description and Explanation				
This request is to add a new type of overtime into the Parks & Forestry Division's budget to support High School Athletics gameday activities. This would fund twelve hours of field and event support per week for eight weeks a year. This overtime opportunity would be dedicated to High School game events with large crowds of spectators in the evenings and off hours, such as Senior Night and the Thanksgiving Day football game. Assigned staff would work to make sure the field is set up properly prior to these events, with any bollards, trash barrels, safety fencing or other necessary items in place. Additionally, Parks' staff would manage trash cleanup during and after the games. This would be done to ensure that the games run smoothly and safely, while minimizing the impact that the large crowds have on the field area. The Division has done this work to support athletics events for many years without formalizing a program and calling it out in their budget. As a result, they have lost time that would have been devoted to their core operational duties to carry out these responsibilities. The High School relies on Parks staff to cover this work because they lack the staff to do so themselves, and so an overtime program would provide a more secure and incentivized commitment.				

Fiscal Year 2023 Proposed Budget

Performance Improvement Funding Request DSR4					
Department	Department of Public Works – General Fund		Fiscal Year	2023	
Title	Administrative Analyst		Priority	9	
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
1. Salary and Wage	1	80,106		80,106	
2. Expense			2,500	2,500	
3. Operating Capital					
4. Department Total (1+2+3)		80,106	2,500	82,606	
5. Other Costs		33,645		33,645	
Budgetary Considerations				Yes	No
Does this request address a goal of the Select Board or other Board or Committee?				X	
If yes, which Board or Committee?		Select Board			
Has this request been submitted in the last three fiscal years and not funded?					X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?					X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
Does the request support activities which produce revenue for the Town?					X
If the request is not approved, will current Town revenues be negatively impacted?					X
Is there an increased exposure for the Town if the request is not approved?					X
Is specialized training or licensing required (beyond the initial purchase)?					X
Does this request address a documented health or safety issue?					X
<i>All "YES" responses above must be explained in the narrative below</i>					
Description and Explanation					
This request is for an Administrative Analyst for the Engineering Division. The Division currently has only one Contract Administrator that needs additional support. With the increased workload from the many projects and contracts that the Division has taken on, the Contract Administrator is limited in their capacity to supervise and manage all of them simultaneously. The Administrative Analyst would primarily assist the Contract Administrator in their duties, helping to develop and coordinate all of the non-operational components of the Division's responsibilities. These include preparing grant applications and budget requests, tracking advertisements, developing specifications, facilitating pre-bid meetings, site visits and bid openings, reviewing qualifications, drafting award notices, and managing design and construction contracts. The position would also support the Contract Administrator in coordinating pre-construction conferences, detour plans, and abutter notifications, tracking construction schedules and milestones, processing payment requisitions and change orders, monitoring compliance with contract documents, and administering project close-outs. The addition of an Administrative Analyst would reduce the demands on the Contract Administrator's time, allowing them to focus on their more specialized duties and increasing the capacity of the Division to execute and ensure the quality of their large number of assigned					

Performance Improvement Funding Request DSR4			
Department	Department of Public Works – General Fund	Fiscal Year	2023
Title	Administrative Analyst	Priority	9
projects. Responsibilities • Provide support in contract administration • Coordinate meetings with contractors, including pre-construction meetings, site visits, and close outs • Develop specifications for bids • Assist in the bidding process, following all procurement law • Oversee bid review and qualifications • Coordinate construction schedules • Process payment requisitions and change orders for projects • Monitor compliance with contract documents • Monitor contract status This request supports the Select Board goal 1: “Coordinates major infrastructure projects and communicates with impacted members of the Needham community”.			
			V2023

Fiscal Year 2023 Proposed Budget

0Performance Improvement Funding Request Supplement DSR4S												
Position Title	Administrative Analyst								Priority	9		
Classification	X	FT			PT			Seasonal				
Part Time /Seasonal	Hours Per Week						Number of Weeks Per Year					
Compensation Detail												
Base Rate	Grade 6 Step 11							80,106				
Other												
Other												
Other												
Other												
Other												
Other												
Other												
Other												
Salary and Wage Total								80,106				
If Funded the Position Will Require the Following Additional Items												
Description	No	Yes	Explain			Start Up Cost \$		Annual Recurring Cost \$				
Workstation	X											
Vehicle	X											
Computer		X	Computer Needed			2,500						
Software												
Mobile Communication Device	X											
Uniform	X											
Tools	X											
Equipment	X											
Other												
Other												
Other												
Totals						2,500						
Estimated Annual Benefit Cost												
										33,645		
Description and Explanation												
This position would just require a computer, as there is already an existing space where they could work.												
V2023												

Fiscal Year 2023 Proposed Budget

Performance Improvement Funding Request DSR4				
Department	Department of Public Works – General Fund		Fiscal Year	2023
Title	Sustainability Coordinator		Priority	0
DSR4				
Expenditure Classification	FTE	Frequency		Total Amount (A + B)
		Recurring Amount (A)	One Time Only Amount (B)	
1. Salary and Wage	1	80,106		80,106
2. Expense		650	5,000	5,650
3. Operating Capital				
4. Department Total (1+2+3)	1	80,756	5,000	85,756
5. Other Costs		33,657	0	33,657
Budgetary Considerations				Yes No
Does this request address a goal of the Select Board or other Board or Committee?				X
If yes, which Board or Committee?		Select Board		
Has this request been submitted in the last three fiscal years and not funded?				X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?				X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				X
Does the request support activities which produce revenue for the Town?				X
If the request is not approved, will current Town revenues be negatively impacted?				X
Is there an increased exposure for the Town if the request is not approved?				X
Is specialized training or licensing required (beyond the initial purchase)?				X
Does this request address a documented health or safety issue?				X
<i>All "YES" responses above must be explained in the narrative below</i>				
Description and Explanation				
This request is for a Sustainability Coordinator. The Town is seeking to fund this position in response to the Select Board's decision to develop a Climate Action Plan. The Sustainability Coordinator would help implement the action items from the forthcoming Climate Action Plan and would assist in coordinating any and all projects related to sustainability. The Sustainability Coordinator would be responsible for implementing programs and policies that focus on greenhouse gas reduction goals and climate resilience planning with regards to the following areas: • Energy, including reduction, source, and generation; • Built environment including permitting, zoning, siting and code for new construction and renovations for municipal, school, commercial, industrial, and residential structures; • Transportation systems; • Land use; • Water, Sewer, & Stormwater; • Waste management; • Infrastructure; and • Open space, agriculture, and forestry				

Performance Improvement Funding Request DSR4			
Department	Department of Public Works – General Fund	Fiscal Year	2023
Title	Sustainability Coordinator	Priority	0
In partnership with the Climate Action Plan Committee (CAPC), this position would oversee the development, prioritization, and implementation of the programs, plans, and policies necessary to work towards the Town’s sustainability objectives. This would include the coordination of projects and policies focusing on: energy efficiency, waste reduction, water conservation, greenhouse gas reduction, climate adaptation, and resiliency projects across all Town and School departments, as well as in residential and commercial sectors. As part of their responsibilities, the Sustainability Coordinator would also oversee data analysis, including the collection of data related to sustainability throughout all sectors (Town, School, residential, and commercial), establishing goals, and measuring progress against key performance indicators. They would identify opportunities for sustainability-related funding (local, state, or private), and coordinate application processes and grant administration. This position would partner with other departments, committees, and boards to advance sustainability goals on any and all Town projects. Any analysis and progress updates would be reported on by the Sustainability Coordinator to the Town, the CAPC, any other boards and committees, and the public on a regular basis. This position may ultimately end up in another Department, but is being submitted under DPW for now. Yes, this request is in response to Select Board goal 7.1 – Develop a Climate Action Plan.			
			V2023

Fiscal Year 2023 Proposed Budget

Performance Improvement Funding Request Supplement DSR4S												
Position Title	Sustainability Coordinator						Priority	0				
Classification	☒	FT	☐	PT	☐	Seasonal						
Part Time /Seasonal	Hours Per Week						Number of Weeks Per Year					
Compensation Detail												
Base Rate	Grade 6 - Step 11									80,106		
Other												
Other												
Other												
Other												
Other												
Other												
Other												
Other												
Salary and Wage Total										80,106		
If Funded the Position Will Require the Following Additional Items												
Description	No	Yes	Explain			Start Up Cost \$		Annual Recurring Cost \$				
Workstation	☐	☒	Workstation Needed			2,500						
Vehicle	☐	☐										
Computer	☐	☒	Computer Needed			2,500						
Software	☐	☐										
Mobile Communication Device	☐	☒	Cell Phone					650				
Uniform	☐	☐										
Tools	☐	☐										
Equipment	☐	☐										
Other	☐	☐										
Other	☐	☐										
Other	☐	☐										
Totals							5,000		650			
Estimated Annual Benefit Cost												
								33,657				
Description and Explanation												
This position will require a workstation and a computer, as there is not already an existing space. This position will also require a cell phone.												
V2023												

Fiscal Year 2023 Proposed Budget

DPW General Fund	FY2023 DSR2 Request	FY2023 DSR4 Request	FY2023 Total Request	Total \$ Change from FY2022	Total % Change	Budget 2022	Expenditures 2021	Expenditures 2020	Expenditures 2019
Salary & Wage Regular	8,845,272	542,345.00	9,387,617	705,945		8,681,672	7,659,216.71	7,249,705.75	6,211,344.72
Salary & Wage Temporary	199,572	4,284.00	203,856	9,157		194,699	41,858.36	90,439.62	84,538.54
Salary & Wage Overtime	854,796	24,543.00	879,339	56,815		822,524	1,036,276.52	929,312.83	986,413.27
Salary & Wage Other	41,200	800.00	42,000	800		41,200	276,156.37	126,288.78	130,808.36
Salary and Wage Total	9,940,840	571,972.00	10,512,812	772,717	7.9%	9,740,095	9,013,507.96	8,395,746.98	7,413,104.89
Energy	99,648		99,648	408		99,240	54,500.00	91,096.07	80,685.80
Non Energy Utilities									
Repairs and Maintenance	1,873,318		1,873,318	348,729		1,524,589	1,217,231.20	1,073,282.11	1,077,624.53
Rental and Leases	20,700		20,700	7,000		13,700	13,127.50	39,809.14	43,141.95
Other Property Related	3,425,961		3,425,961	286,654		3,139,307	3,451,950.85	2,646,051.62	1,529,797.28
Professional & Technical	475,622	2,000.00	477,622	7,500		470,122	432,594.07	247,537.72	208,971.20
Communications	208,880	3,250.00	212,130	15,550		196,580	191,226.54	148,616.95	147,204.08
Recreation									
Other Purchased Services	279,298		279,298	18,598		260,700	241,574.05	176,694.88	78,962.59
Energy Supplies									
Office Supplies	27,600	20,000.00	47,600	17,500		30,100	10,346.34	13,939.52	19,172.41
Building & Equipment Rprs/Sp	499,993		499,993			499,993	408,613.16	307,371.19	402,771.90
Custodial Supplies	275,137		275,137			275,137	310,575.82	144,940.46	198,461.30
Grounds Keeping Supplies	99,249		99,249	4,742		94,507	106,997.14	91,289.45	101,519.29
Vehicular Supplies	391,111		391,111	45,594		345,517	360,099.24	254,074.77	230,338.45
Food & Service Supplies	1,500		1,500			1,500	8,123.07	20,427.62	2,185.91
Medical Supplies	3,350		3,350			3,350	500.00	500.00	530.37
Educational Supplies							273.90		
Public Works Supplies	362,066	45,000.00	407,066	88,599		318,467	308,670.68	274,249.86	209,514.16
Other Supplies & Equipment	36,825	300.00	37,125	(12,700)		49,825	43,218.24	40,481.44	40,221.29
Governmental Charges	6,655		6,655			6,655	5,025.00	3,065.00	6,150.00
Travel & Mileage	13,050		13,050			13,050	40.02	8,689.15	7,196.91
Dues & Subscriptions	9,551		9,551			9,551	5,883.50	6,131.00	5,760.40
Other							1,700.00	3,590.00	12,345.00
Expense	8,109,514	70,550.00	8,180,064	828,174	11.3%	7,351,890	7,172,270.32	5,591,837.95	4,402,554.82
Capital Equipment	190,499		190,499	12,499		178,000	149,330.02	115,649.00	15,612.41
Budget Capital	190,499		190,499	12,499	7.0%	178,000	149,330.02	115,649.00	15,612.41
Snow and Ice	433,139		433,139	4,289.00		428,850	800,710.77	405,171.57	724,023.83
TOTAL	18,673,992	642,522	19,316,514	1,617,679	9.1%	17,698,835	17,135,819	14,508,406	12,555,296

Fiscal Year 2023 Proposed Budget

DPW ADM Div	FY2023 DSR2 Request	FY2023 DSR4 Request	FY2023 Total Request	Total \$ Change from FY2022	Total % Change	Budget 2022	Expenditures 2021	Expenditures 2020	Expenditures 2019
Salary & Wage Regular	972,608	80,106.00	1,052,714	192,126		860,588	807,638.17	812,992.31	732,820.18
Salary & Wage Temporary	3,755		3,755			3,755		5,002.50	4,534.50
Salary & Wage Overtime	10,255		10,255	843		9,412	7,116.79	563.56	1,193.43
Salary & Wage Other							117,045.61	10,545.30	6,213.13
Salary and Wage Total	986,618	80,106.00	1,066,724	192,969	22.1%	873,755	931,800.57	829,103.67	744,761.24
Energy									
Non Energy Utilities									
Repairs and Maintenance	6,000		6,000			6,000	1,484.90	2,543.62	5,442.19
Rental and Leases								308.00	296.00
Other Property Related									
Professional & Technical	61,000		61,000	3,000		58,000	38,423.81	45,789.56	27,448.00
Communications	8,185	650.00	8,835	4,685		4,150	5,218.78	3,004.73	4,048.17
Recreation									
Other Purchased Services									
Energy Supplies									
Office Supplies	27,600	20,000.00	47,600	17,500		30,100	9,900.00	11,543.46	12,642.36
Building & Equipment Rprs/Sp									
Custodial Supplies									
Grounds Keeping Supplies									
Vehicular Supplies	2,819		2,819	1,364		1,455	1,745.22	1,105.99	1,062.16
Food & Service Supplies	500		500			500	223.07	587.61	1,185.91
Medical Supplies									
Educational Supplies							273.90		
Public Works Supplies									399.00
Other Supplies & Equipment	2,300		2,300			2,300	948.85	3,987.37	410.33
Governmental Charges							100.00	150.00	200.00
Travel & Mileage	6,500		6,500			6,500		5,482.21	5,534.68
Dues & Subscriptions	1,200		1,200			1,200	1,031.25	972.50	957.34
Other							200.00	500.00	700.00
Expense	116,104	20,650.00	136,754	26,549	24.1%	110,205	59,549.78	75,975.05	60,326.14
Capital Equipment									
Budget Capital									
Snow and Ice									
TOTAL	1,102,722	100,756	1,203,478	219,518	22.3%	983,960	991,350	905,079	805,087

Fiscal Year 2023 Proposed Budget

DPW BM Div	FY2023 DSR2 Request	FY2023 DSR4 Request	FY2023 Total Request	Total \$ Change from FY2022	Total % Change	Budget 2022	Expenditures 2021	Expenditures 2020	Expenditures 2019
Salary & Wage Regular	3,789,688	155,067.00	3,944,755	80,150		3,864,605	3,206,294.28	2,949,265.46	2,692,082.42
Salary & Wage Temporary	88,897		88,897	1,059		87,838	10,280.18	12,105.50	5,396.61
Salary & Wage Overtime	420,981	17,332.00	438,313	21,420		416,893	603,965.68	544,074.04	746,009.32
Salary & Wage Other	26,800	400.00	27,200	400		26,800	71,982.49	49,917.44	61,497.64
Salary and Wage Total	4,326,366	172,799.00	4,499,165	103,029	2.3%	4,396,136	3,892,522.63	3,555,362.44	3,504,985.99
Energy	99,648		99,648	408		99,240	54,500.00	91,096.07	80,685.80
Non Energy Utilities									
Repairs and Maintenance	1,447,667		1,447,667	316,037		1,131,630	1,008,854.56	901,547.99	950,873.66
Rental and Leases	5,100		5,100			5,100	1,798.65	946.00	39,084.98
Other Property Related	958,812		958,812	16,038		942,774	1,278,004.91	773,216.21	691,561.79
Professional & Technical	240,397		240,397	(1,500)		241,897	273,049.13	94,096.99	98,425.38
Communications	174,890	1,300.00	176,190	10,800		165,390	162,112.07	121,450.30	124,189.91
Recreation									
Other Purchased Services	12,600		12,600			12,600	4,655.00	4,875.67	18,939.81
Energy Supplies									
Office Supplies								2,396.06	6,530.05
Building & Equipment Rprs/Sp	486,793		486,793			486,793	406,913.16	306,833.69	402,771.90
Custodial Supplies	275,137		275,137			275,137	310,575.82	144,940.46	198,461.30
Grounds Keeping Supplies	9,100		9,100			9,100	5,078.98	4,000.00	10,500.00
Vehicular Supplies	26,152		26,152	8,167		17,985	14,932.48	14,557.74	24,426.49
Food & Service Supplies	500		500			500	6,000.00	8,500.00	
Medical Supplies									
Educational Supplies									
Public Works Supplies							4,049.80	35.70	1,000.00
Other Supplies & Equipment	8,530	150.00	8,680	(12,850)		21,530	1,302.23	10,574.88	21,857.47
Governmental Charges	2,500		2,500			2,500	2,150.00	100.00	4,455.00
Travel & Mileage	3,250		3,250			3,250		75.00	1,002.83
Dues & Subscriptions	2,250		2,250			2,250	218.75	767.50	469.12
Other							500.00	1,000.00	
Expense	3,753,326	1,450.00	3,754,776	337,100	9.9%	3,417,676	3,534,695.54	2,481,010.26	2,675,235.49
Capital Equipment	31,999		31,999	31,999					
Budget Capital	31,999		31,999	31,999					
Snow and Ice									
TOTAL	8,111,691	174,249	8,285,940	472,128	6.0%	7,813,812	7,427,218	6,036,373	6,180,221

Fiscal Year 2023 Proposed Budget

DPW Engineering	FY2023 DSR2 Request	FY2023 DSR4 Request	FY2023 Total Request	Total \$ Change from FY2022	Total % Change	Budget 2022	Expenditures 2021	Expenditures 2020	Expenditures 2019
Salary & Wage Regular	861,993	160,212.00	1,022,205	164,255		857,950	778,903.63	777,353.43	799,095.31
Salary & Wage Temporary	14,256	4,284.00	18,540	4,793		13,747	6,687.82	30,285.51	26,547.93
Salary & Wage Overtime	7,080		7,080	769		6,311	4,664.24	5,018.56	4,508.32
Salary & Wage Other							11,516.35	11,802.07	8,460.64
Salary and Wage Total	883,329	164,496.00	1,047,825	169,817	19.3%	878,008	801,772.04	824,459.57	838,612.20
Energy									
Non Energy Utilities									
Repairs and Maintenance	930		930			930		770.00	
Rental and Leases									
Other Property Related							13,860.00		
Professional & Technical	76,000	2,000.00	78,000	2,000		76,000	56,159.99	38,101.03	71,916.66
Communications	4,500	650.00	5,150	250		4,900	4,425.81	4,413.90	4,570.44
Recreation									
Other Purchased Services							500.00	492.00	148.00
Energy Supplies									
Office Supplies							446.34		
Building & Equipment Rprs/Sp									
Custodial Supplies									
Grounds Keeping Supplies									
Vehicular Supplies	4,309		4,309	1,175		3,134	1,566.38	2,454.72	3,015.45
Food & Service Supplies									
Medical Supplies									
Educational Supplies									
Public Works Supplies	1,600	45,000.00	46,600	45,500		1,100	4,450.00	4,623.35	1,332.65
Other Supplies & Equipment	1,000		1,000			1,000	1,097.17		
Governmental Charges	1,000		1,000			1,000	500.00		
Travel & Mileage	500		500			500	40.02	1,390.82	
Dues & Subscriptions	1,200		1,200			1,200	1,332.25	1,313.50	1,258.34
Other							200.00	250.00	9,605.00
Expense	91,039	47,650.00	138,689	48,925	54.5%	89,764	84,577.96	53,809.32	91,846.54
Capital Equipment									
Budget Capital									
Snow and Ice									
TOTAL	974,368	212,146	1,186,514	218,742	22.6%	967,772	886,350	878,269	930,459

Fiscal Year 2023 Proposed Budget

DPW Fleet	FY2023 DSR2 Request	FY2023 DSR4 Request	FY2023 Total Request	Total \$ Change from FY2022	Total % Change	Budget 2022	Expenditures 2021	Expenditures 2020	Expenditures 2019
Salary & Wage Regular	400,649	80,106.00	480,755	88,339		392,416	379,618.25	366,596.60	349,737.21
Salary & Wage Temporary	17,820		17,820	635		17,185			3,680.18
Salary & Wage Overtime	19,814		19,814	675		19,139	12,148.23	6,976.07	7,173.56
Salary & Wage Other	1,600		1,600			1,600	7,878.00	6,000.00	6,000.00
Salary and Wage Total	439,883	80,106.00	519,989	89,649	20.8%	430,340	399,644.48	379,572.67	366,590.95
Energy									
Non Energy Utilities									
Repairs and Maintenance	98,000		98,000	11,000		87,000	69,938.51	52,649.40	49,069.35
Rental and Leases	1,500		1,500			1,500	873.85	1,000.00	1,100.00
Other Property Related								5,760.00	
Professional & Technical	47,625		47,625	4,000		43,625	27,362.14	24,966.00	5,612.31
Communications	3,150	650.00	3,800	800		3,000	3,234.50	2,840.00	2,322.85
Recreation									
Other Purchased Services	36,100		36,100			36,100	4,422.95	6,400.00	8,400.00
Energy Supplies									
Office Supplies									
Building & Equipment Rprs/Sp							1,700.00	537.50	
Custodial Supplies									
Grounds Keeping Supplies									
Vehicular Supplies	158,161		158,161	16,164		141,997	141,378.72	118,612.90	127,282.00
Food & Service Supplies							500.00	9,940.01	1,000.00
Medical Supplies	2,000		2,000			2,000			378.90
Educational Supplies									
Public Works Supplies	10,000		10,000	1,575		8,425	11,855.08	12,135.98	16,570.00
Other Supplies & Equipment	5,030		5,030			5,030	32,117.67	18,651.99	4,157.78
Governmental Charges	250		250			250	25.00	25.00	
Travel & Mileage	50		50			50			
Dues & Subscriptions	900		900			900		212.50	194.12
Other							200.00	340.00	40.00
Expense	362,766	650.00	363,416	33,539	10.2%	329,877	293,608.42	254,071.28	216,127.31
Capital Equipment									
Budget Capital									
Snow and Ice									
TOTAL	802,649	80,756	883,405	123,188	16.2%	760,217	693,253	633,644	582,718

Fiscal Year 2023 Proposed Budget

DPW Highway	FY2023 DSR2 Request	FY2023 DSR4 Request	FY2023 Total Request	Total \$ Change from FY2022	Total % Change	Budget 2022	Expenditures 2021	Expenditures 2020	Expenditures 2019
Salary & Wage Regular	907,620	66,854.00	974,474	92,324		882,150	814,335.29	724,785.98	687,934.87
Salary & Wage Temporary	14,256		14,256	509		13,747		7,039.57	11,000.06
Salary & Wage Overtime	128,221		128,221	5,081		123,140	113,501.26	116,055.48	128,604.65
Salary & Wage Other	4,000	400.00	4,400	400		4,000	27,888.77	16,643.35	26,280.73
Salary and Wage Total	1,054,097	67,254.00	1,121,351	98,314	9.6%	1,023,037	955,725.32	864,524.38	853,820.31
Energy									
Non Energy Utilities									
Repairs and Maintenance	193,421		193,421	12,792		180,629	33,980.00	38,061.25	41,451.95
Rental and Leases	4,000		4,000	4,000			1,400.00	3,553.70	2,660.97
Other Property Related	734,898		734,898	124,036		610,862	714,779.85	503,283.94	573,451.62
Professional & Technical	2,500		2,500			2,500	1,160.75	2,294.00	2,638.90
Communications	5,850		5,850	(850)		6,700	6,414.43	7,022.81	8,060.50
Recreation									
Other Purchased Services	25,212		25,212	3,212		22,000	22,295.00	23,101.32	28,474.78
Energy Supplies									
Office Supplies									
Building & Equipment Rprs/Sp									
Custodial Supplies									
Grounds Keeping Supplies	1,000		1,000			1,000			639.86
Vehicular Supplies	70,943		70,943	8,136		62,807	43,491.32	26,808.81	38,041.49
Food & Service Supplies									
Medical Supplies	100		100			100			151.47
Educational Supplies									
Public Works Supplies	225,216		225,216	41,524		183,692	157,670.87	135,935.41	173,488.10
Other Supplies & Equipment	2,345	150.00	2,495	150		2,345	2,442.38	2,610.64	5,374.87
Governmental Charges	505		505			505	485.00	345.00	410.00
Travel & Mileage									
Dues & Subscriptions	1,000		1,000			1,000	918.75	720.00	858.24
Other							200.00	250.00	2,000.00
Expense	1,266,990	150.00	1,267,140	193,000	18.0%	1,074,140	985,238.35	743,986.88	877,702.75
Capital Equipment				(30,000)		30,000	45,782.00	33,650.00	8,369.71
Budget Capital				(30,000)	-100.0%	30,000	45,782.00	33,650.00	8,369.71
Snow and Ice									
TOTAL	2,321,087	67,404	2,388,491	261,314	12.3%	2,127,177	1,986,746	1,642,161	1,739,893

Fiscal Year 2023 Proposed Budget

DPW Parks & Forestry	FY2023 DSR2 Request	FY2023 DSR4 Request	FY2023 Total Request	Total \$ Change from FY2022	Total % Change	Budget 2022	Expenditures 2021	Expenditures 2020	Expenditures 2019
Salary & Wage Regular	1,178,244		1,178,244	52,278		1,125,966	1,037,147.23	1,015,020.16	949,674.73
Salary & Wage Temporary	53,460		53,460	1,907		51,553	24,890.36	31,469.07	33,379.26
Salary & Wage Overtime	67,537	4,461.00	71,998	9,227		62,771	82,545.33	63,648.25	98,923.99
Salary & Wage Other	5,600		5,600			5,600	25,944.33	15,500.00	22,356.22
Salary and Wage Total	1,304,841	4,461.00	1,309,302	63,412	5.1%	1,245,890	1,170,527.25	1,125,637.48	1,104,334.20
Energy									
Non Energy Utilities									
Repairs and Maintenance	58,800		58,800	8,000		50,800	37,098.52	17,133.73	30,787.38
Rental and Leases									
Other Property Related	574,502		574,502	27,353		547,149	407,891.09	382,738.96	264,783.87
Professional & Technical	6,000		6,000			6,000	333.00	6,297.00	2,929.95
Communications	3,655		3,655	(700)		4,355	4,072.40	4,180.95	4,012.21
Recreation									
Other Purchased Services	26,876		26,876	876		26,000	18,500.00	20,518.00	23,000.00
Energy Supplies									
Office Supplies									
Building & Equipment Rprs/Sp	700		700			700			
Custodial Supplies									
Grounds Keeping Supplies	89,149		89,149	4,742		84,407	98,543.16	85,789.45	90,379.43
Vehicular Supplies	49,983		49,983	8,540		41,443	25,420.86	27,361.35	36,510.86
Food & Service Supplies									
Medical Supplies	750		750			750			
Educational Supplies									
Public Works Supplies	16,800		16,800			16,800	15,942.59	15,767.10	16,724.41
Other Supplies & Equipment	14,270		14,270			14,270	3,264.63	2,278.76	8,420.84
Governmental Charges	1,800		1,800			1,800	1,520.00	2,025.00	1,085.00
Travel & Mileage	250		250			250			659.40
Dues & Subscriptions	2,000		2,000			2,000	2,113.75	2,095.00	2,023.24
Other							200.00	950.00	
Expense	845,535		845,535	48,811	6.1%	796,724	614,900.00	567,135.30	481,316.59
Capital Equipment	67,000		67,000	10,500		56,500	11,351.02		7,242.70
Budget Capital	67,000		67,000	10,500	18.6%	56,500	11,351.02		7,242.70
Snow and Ice									
TOTAL	2,217,376	4,461	2,221,837	122,723	5.8%	2,099,114	1,796,778	1,692,773	1,592,893

Fiscal Year 2023 Proposed Budget

DPW RSW	FY2023 DSR2 Request	FY2023 DSR4 Request	FY2023 Total Request	Total \$ Change from FY2022	Total % Change	Budget 2022	Expenditures 2021	Expenditures 2020	Expenditures 2019
Salary & Wage Regular	734,470		734,470	36,473		697,997	635,279.86	603,691.81	
Salary & Wage Temporary	7,128		7,128	254		6,874		4,537.47	
Salary & Wage Overtime	200,908	2,750.00	203,658	18,800		184,858	212,334.99	192,976.87	
Salary & Wage Other	3,200		3,200			3,200	13,900.82	15,880.62	
Salary and Wage Total	945,706	2,750.00	948,456	55,527	6.2%	892,929	861,515.67	817,086.77	
Energy									
Non Energy Utilities									
Repairs and Maintenance	68,500		68,500	900		67,600	65,874.71	60,576.12	
Rental and Leases	10,100		10,100	3,000		7,100	9,055.00	34,001.44	
Other Property Related	1,157,749		1,157,749	119,227		1,038,522	1,037,415.00	981,052.51	
Professional & Technical	42,100		42,100			42,100	36,105.25	35,993.14	
Communications	8,650		8,650	565		8,085	5,748.55	5,704.26	
Recreation									
Other Purchased Services	178,510		178,510	14,510		164,000	191,201.10	121,307.89	
Energy Supplies									
Office Supplies									
Building & Equipment Rprs/Sp	12,500		12,500			12,500			
Custodial Supplies									
Grounds Keeping Supplies							3,375.00	1,500.00	
Vehicular Supplies	78,744		78,744	2,048		76,696	131,564.26	63,173.26	
Food & Service Supplies	500		500			500	1,400.00	1,400.00	
Medical Supplies	500		500			500	500.00	500.00	
Educational Supplies									
Public Works Supplies	108,450		108,450			108,450	114,702.34	105,752.32	
Other Supplies & Equipment	3,350		3,350			3,350	2,045.31	2,377.80	
Governmental Charges	600		600			600	245.00	420.00	
Travel & Mileage	2,500		2,500			2,500		1,741.12	
Dues & Subscriptions	1,001		1,001			1,001	268.75	50.00	
Other							200.00	300.00	
Expense	1,673,754		1,673,754	140,250	9.1%	1,533,504	1,599,700.27	1,415,849.86	
Capital Equipment	91,500		91,500			91,500	92,197.00	81,999.00	
Budget Capital	91,500		91,500			91,500	92,197.00	81,999.00	
Snow and Ice									
TOTAL	2,710,960	2,750	2,713,710	195,777	7.8%	2,517,933	2,553,413	2,314,936	

Fiscal Year 2023 Proposed Budget

Position Register Summary Description	Sch Grd	FY23 FTE	FY23 Estimate	FY23 %	FY22 FTE	FY22 Current	FY21 FTE	FY21 Final Budget
Director of Public Works	15	1.00	144,859	-6.4%	1.00	154,780	1.00	167,790
Assistant Director of Public Works/Building Maintenance	13	1.00	135,120		1.00	135,120	1.00	135,120
Assistant Director of Public Works/Operations	13	1.00	143,425		1.00	143,425	1.00	143,425
Town Engineer	13	1.00	143,425		1.00	143,425	1.00	143,425
Division Super Highway	12	1.00	119,016		1.00	119,016	1.00	119,002
Division Super Parks & Forestry	12	1.00	117,288	0.0%	1.00	117,288	1.00	117,272
Division Super Solid Waste & Recycling	12	1.00	103,944		1.00	103,944	1.00	103,923
Business Manager (Director of Administration & Finance Public Services)	11	1.00	102,902	2.0%	1.00	100,893	1.00	119,892
Fleet Supervisor	10	1.00	100,997	0.4%	1.00	100,608	1.00	100,586
Assistant Town Engineer	11	1.00	102,902	2.0%	1.00	100,901	1.00	98,308
Building Maintenance Manager	11	1.00	96,135	2.9%	1.00	93,434	1.00	103,000
Assistant Superintendent	9	3.00	265,689	2.6%	3.00	258,891	3.00	251,547
Building Maintenance Supervisor	9	2.00	178,894	2.6%	2.00	174,388	2.00	169,121
Administrative Analyst	6	1.00	67,392	-0.3%	1.00	67,626	1.00	65,678
Administrative Assistant	I3	1.00	62,147					
Administrative Specialist	I5	1.00	66,963	4.3%	1.00	64,175	1.00	63,005
Arborist	N5	2.00	132,372	3.7%	2.00	127,642	2.00	122,180
Auto Cad Technician	4	1.00	69,098	2.1%	1.00	67,662	1.00	65,236
Carpenter	B4	1.00	83,762	2.5%	1.00	81,744	1.00	77,938
Civil Engineer	7	2.00	161,656	2.1%	2.00	158,330	2.00	156,062
Compliance Coordinator	6	1.00	81,804	-2.1%	1.00	83,519	1.00	79,135
Contract Administrator	8	1.00	92,206	0.3%	1.00	91,897	1.00	91,860
Crafts Worker Building Maintenance	B2	4.00	260,124	0.4%	4.00	259,023	3.00	181,937
Custodians	BC1	24.00	1,298,087	0.8%	24.00	1,287,291	24.00	1,255,211
Electrician	B4	1.00	81,744	2.4%	1.00	79,851	1.00	76,107
Engineering Aide	2	1.00	63,003		1.00	63,003	1.00	63,026
Equipment Mechanic	N4	3.00	206,106	3.0%	3.00	200,162	3.00	195,873
Finance Assistant	I4	1.00	61,094	-45.3%	2.00	111,618	2.00	109,240
Glazier							1.00	65,437
Heavy Motor Equipment Operator	N4	11.00	681,429	3.3%	10.00	659,602	10.00	588,870

Fiscal Year 2023 Proposed Budget

Position Register Summary Description	Sch Grd	FY23 FTE	FY23 Estimate	FY23 %	FY22 FTE	FY22 Current	FY21 FTE	FY21 Final Budget
HVAC Technician	B4	4.00	336,816	1.2%	3.00	332,822	3.00	239,242
Laborers	N2/3	4.00	238,618	10.6%	5.00	215,823	4.00	247,206
Management Analyst	8	1.00	73,827	4.3%	1.00	70,766		
Master Mechanic	N6	1.00	80,101	2.2%	1.00	78,356	1.00	76,565
Office Assistant	I2	1.00	56,492	3.4%	1.00	54,620	1.00	52,826
Plumber	B4	2.00	167,482	-2.0%	2.00	170,900	2.00	155,231
Project Manager	10	1.00	99,977	-6.2%	1.00	106,552		
Public Works Craftsworker	N4	8.00	505,794	3.6%	8.00	488,189	8.00	473,306
Public Works Technician	N4	1.00	68,702	3.0%	1.00	66,728	1.00	65,291
Scalehouse Attendant	N3	1.00	62,442	3.0%	1.00	60,632	1.00	58,677
Senior Administrative Coordinator							1.00	68,874
Senior Autocad Technician	6	1.00	80,106	2.0%	1.00	78,520	1.00	78,017
Senior Custodians	BC2	14.00	867,154	0.5%	14.00	862,952	14.00	840,838
Senior Custodians 1	BC3	3.00	194,250		3.00	194,250	3.00	189,510
Survey Party Chief	6	2.00	138,694	-2.8%	2.00	142,751	2.00	142,158
Working Foreman	N7	5.00	375,377	3.4%	5.00	363,015	5.00	349,668
Longevity			88,956	6.7%		83,387		73,985
Differential			102,000					
Education								
Extra Holiday			20,110	51.2%		13,296		10,446
Other Pay			30,900	-73.8%		118,000		112,000
Stipends				-100.0%		900		900
Budget Adjustment			33,891	1.6%		33,355		32,493
Total		121.00	8,845,272	1.8%	120.00	8,685,072	118.00	8,296,439

Fiscal Year 2023 Proposed Budget

**Department Spending Request
Short Form**

Budget | Municipal Parking Program |

Purpose

The Town operates and maintains a number of municipal lots in and around the business districts for customer, visitor, and employee parking. The Town issues parking permits to local businesses for their employees at a fee. The Town maintains and enforces parking regulations in these lots. These parking lots include: Lincoln/Chestnut Street, Eaton Square, Mark Lee, Dedham Avenue, Chapel Street, and Kimball Lot.

Budget Statement

Salaries & Wages increasing \$1,516, 6.56%.
Expenses & Services increasing \$15,710, 14.09%.
Total Budget Submission increasing \$17,226, 12.8%.

Salaries

A new compensation and classification study was implemented for all NIPEA staff who provide the overtime services under the Municipal Parking budget. Therefore, even though the overtime programs have remained the same, the costs have increased as the base salaries have increased.

Expenses & Services

The main increase is seen in Mulching & Weeding (14,393) due to updated contract pricing to provide services to these lots. The other increase is seen in updated contract pricing for the Rental & Leases (566) of the lots.

Line Item	Description	Change from FY22	Comments	Net Change
Rentals & Leases	Lease for Dedham Ave.	\$581	Updated Lease Pricing	\$566
	Lease for Library Lot	(\$158)	Updated Lease Pricing	
	Lease for MBTA for Heights	\$143	Updated Lease Pricing	
Other Property Related Services	Paint Markings	\$751	7.6% increase based on updated contract pricing	\$15,144
	Mulching & Weeding	\$14,393	120% increase based on updated contract pricing	

Accomplishments and Activities

The Municipal Parking Program repurposed spaces to allow restaurants to provide outdoor dining due to COVID-19. Additionally, the Program partnered with DPW to install two parklets through the Shared Streets Grant to provide outdoor seating to the public |

Description	Purpose	Amount
Overtime	Highway - Service All Lots	6,793
Overtime	Parks & Forestry - Service All Lots	17,844
Repairs & Maintenance Services	Fence & Guardrail Repair	10,000
Rentals & Leases	Lease for Dedham Ave	19,400
Rentals & Leases	Lease for Library Lot	12,450
Rentals & Leases	Lease for MBTA for Heights	24,000
Other Property Related Services	Paint Markings	10,637

Fiscal Year 2023 Proposed Budget

Department Spending Request Short Form			
Budget	Municipal Parking Program		
Other Property Related Services	Pavement, Curbing, & Sidewalk Repair		9,000
Other Property Related Services	Plantings		5,000
Other Property Related Services	Mulching & Weeding		26,393
Other Property Related Services	Misc.		5,000
Grounds Keeping Supplies	Mulch		2,500
Public Works Supplies	Parking Meter Supplies		1,000
Public Works Supplies	Signs		1,800
Total Request			151,818
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	24,638	0	24,638
b) Expenses	127,180	0	127,180
c) Total DSR2 & DSR4	151,818	151,818	151,818
V2023			

Department Information DSR1	
Department	Health & Human Services
Department Mission	
The Needham Department of Health & Human Services (HHS) provides programs and services that support and enhance the quality of life in Needham. HHS includes the following divisions: Aging Services, Public Health, Veterans' Services, and Youth & Family Services. Its mission is to protect, preserve, and promote the health, wellness, and social and emotional well-being of all Needham residents. * * * * * Aging Services Division <u>Mission:</u> The mission of Aging Services is to respond to the needs of Needham's older residents by providing a welcoming, inclusive, and safe environment with programs, services, and resources that enhance their quality of life and provide opportunities for growth. The Center at the Heights serves as a focal point for supporting aging in the community. <u>On the Horizon:</u> During the Covid lock-down, the Aging Services Division provided a wide range of remote services. Meals were delivered, programs were streamed on online platforms, and social work services were offered remotely. Collaboration with community partners included work with Needham Community Council, JFK Taxi, Springwell Elder Services, the Newton Needham Chamber of Commerce, Riverside Emergency Services, BID-Needham, and the Needham Community Crisis Intervention Team. Covid disproportionately impacted older adults in risk to physical, mental, and emotional health. When the Center at the Heights re-opened in July 2021, Aging Services continued to provide remote services while adding in-person programs through a hybrid service model. To address ongoing concern food insecurity, older adults are able to have a free lunch delivered to their home or enjoy a continental breakfast and/or lunch at the center. Aging Services facilitates the disbursement of over 90 meals a day to older adults. The Social Work department is offering remote and in-person services including case management, counseling, long term care planning, substance use and mental health consultations, health benefits counseling, psychosocial support and more. The SHINE program, also operating on a hybrid model, provides health insurance counseling for Medicare beneficiaries. Aging Services continues to work towards obtaining national accreditation through the National Council on Aging; increasing transportation services and volunteer opportunities; creating new programs; and continuing to host the MetroWest Regional SHINE program. Aging Services staff will continue to seek out and apply for grants to expand services and promote healthy aging. <u>Budget Statement:</u> This year's base budget submission for the Aging Services Division reflects modest reductions	

Department Information DSR1				
Department		Health & Human Services		
in three spending categories and a modest increase in one spending category to more closely align with a combination of historical spending levels and projected expenses. Projections largely were based on usage of supplies and materials and related spending from FY 2019 and the first half of FY 2020, with the anticipation that FY 2022 will be largely “post COVID”.				
Aging Services Division				
Line	Division	Description	Change from FY2022	Comments
Postage	Aging Services	Postage and Mailing	\$350	Modest reduction reflects increasing use of e-newsletters and email list serves to distribute info to Needham’s seniors
Printing & Mailing	Aging Services	Printing & Photocopying	\$250	Reduction reflects cost of printing and production of flyers and educational materials pre-COVID
Vehicle Supplies	Aging Services	Vehicular Supplies throughout Year	\$250	Vehicle supplies and maintenance are projected to come in slightly higher in FY 2023, based on pre-COVID travel volume
Gasoline/Diesel	Aging Services	Gasoline for the Aging Services Vans	(\$2,250)	Spending on gas revised down based on FY 2020 & FY 2021 actual usage and FY 22 projected usage. Projected usage is slight increase on FY 2019 level.

There are no DSR4 budget requests for the Aging Services Division.

Accomplishments and Activities:

PROGRAMMING

- The Programming Department coordinates approximately 50 regular programs, through a combination of in-person and virtual mechanisms.
- Aging Services partnered with the Needham Community Council and received a grant from MetroWest Health Foundation to fund the Tablets and Tutors program, providing Needham residents in need with a free tablet and technology support. Over 125 tablets have been distributed in the community.
- Daily Highlights emails: The Programming Department sends a daily email that includes health updates, links to remote classes, exercise videos, and entertainment. There are

Department Information DSR1	
Department	Health & Human Services
more than 2,000 subscribers. TRANSPORTATION - Aging Services received a grant from MAPC to partner with JFK Taxi to provide free transportation to Needham residents. Rides are available to medical appointments and other essential errands within a 25-mile radius. 718 rides were provided and paid for. - Aging Service drivers and volunteers delivered 21,141 meals, 2,668 bags of fresh produce in partnership with Katsirobous Bros., 560 meals from Volantes Farm for the Sunday Supper Club, 1,957 bags of groceries from Trader Joe's, and 1,914 bags of recreational activities for the Wonderful Wednesdays Program. SOCIAL SERVICES - Aging Services became an intake site for the Massachusetts Supplemental Nutrition Program (SNAP) and now receives reimbursement from them. - In FY21 the Social Work department logged 3,864 interactions and served 483 individuals. Social workers have resumed seeing residents in person both at the CATH and in their homes. VOLUNTEERS - Aging Services was supported by 49 volunteers in FY21 who gave over 1,700 hours. While the Center at the Heights was closed, volunteers assisted in packing and delivering groceries, meals, essential items; making check in calls; assisting residents in registering for the COVID-19 vaccine; providing remote technology support; and more. Since the center reopened, volunteers have resumed working at the front desk, serving meals, and working in the gift shop. SHINE PROGRAM - In FY21, the SHINE Program trained 18 new counselors, bringing the total current counselors to 68 in the MetroWest region. - SHINE began FY21 operating fully remotely, but transitioned to a hybrid model, as sites in Metro-west have re-opened. In FY21, a total of 6,444 beneficiaries were assisted region wide. - An estimated \$2,001,499 in savings resulted from assisting beneficiaries with drug plan enrollments during the fall 2020 Open Enrollment.	
On the Horizon	
Public Health Division <u>Mission:</u> The Needham Public Health Division is empowered through the Needham Board of Health by the Massachusetts General Laws to enforce state and local public health and environmental regulations. The mission of the Division is to prevent disease, promote health, and protect the public health and the social well-being of Needham residents, especially those who are most vulnerable. Public Health staff work toward fulfilling this mission through collaboration with state and local agencies and community partners. The work largely consists of promoting health practices based on	

Department Information DSR1				
Department		Health & Human Services		
research and evidence, enforcing local and state regulations, and advocating for policy and regulatory changes that promote health and well-being.				
<u>On the Horizon:</u> In typical times, the Public Health Division and the Board of Health adapt programs and services as emerging issues or new research indicate needs. Recent examples of emerging issues have included concerns about hoarding and mental health, concussions, the potential dangers of vaping, pest management, worrisome infectious diseases, and increasing domestic violence and homelessness.				
However, the continued threat is the COVID-19 pandemic which has threatened to eclipse other public health issues.				
As the public health community continues work to contain the virus, and as public health staff adjust and readjust to pandemic demands, other issues to be addressed include utilizing funding for continuing vaccination clinics; researching, reviewing, and updating policies, procedures, and regulations; acquiring funding to address ongoing and emerging concerns about domestic violence, hoarding, and homelessness; and pursuing public health accreditation.				
<u>Budget Statement:</u>				
This year’s budget submission for the Public Health Division reflects modest reductions in four spending categories (Postage, Printing and Mailing, Legal Notices, and Other Supplies) to align with a combination of historic spending levels and projected expenses. The budget submission also includes four increases:				
1) a sizable increase of \$3,720 for the <i>Food Code Pro</i> software program and additional licenses for part-time EH Inspector (approved in FY 2020 budget but hiring delayed due to COVID) and EH intern; 2) an increase of \$1,000 to reflect the increased costs of environmental health sampling, which have increased from approximately \$6,500 in FY 2020 to \$7K in FY 2021 and more than \$8K in FY 2022; 3) an additional \$500 in medical supplies to reflect the increased per unit costs for certain nursing clinic supplies (largely driven by inconsistent supply chain function and continued allocation limits from medical suppliers);and 4) an additional \$500 in Out-of-State Travel to support the cost of part-time Environmental Health staff to attend New England regional EH training sessions.				
Public Health Division				
Line	Division	Description	Change from FY2022	Comments
Software License & User Fees	Public Health	Software and license costs for <i>Food Code Pro</i> inspection platform	\$3,720	Costs have increased substantially for <i>Food Code Pro</i> with the addition of a part-time EH inspector (approved in FY 2020

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Department Information DSR1				
Department		Health & Human Services		
				budget, hiring delayed due to COVID-91) and an EH intern.
Professional/Technical – Licensed Professional Services	Public Health	Environmental testing for synthetic turf	\$1,000	Costs have increased by \$1,000 due to the increased cost of environmental testing for synthetic turf which has increased from just under \$7,000 in FY 2020 to just over \$8,000 in FY 2022.
Postage	Public Health	Postage	(\$250)	Postage costs have decreased by \$250 because of reduced need to mail permits and licenses and renewal applications on account of permitting software.
Printing & Mailing	Public Health	Printing, Inspection Forms, Flyers & Cards	(\$500)	Extensive use of electronic permitting software was reduced the printed material needs of the Public Health Division.
Legal Notices	Public Health	Legal Notices	(\$250)	Costs for posting Legal Notices are challenging to anticipate, and generally cost about \$750 per regulation revised. Projected spending level is based upon an estimate of five regulations updated or revised.
Medical Supplies	Public Health	Medical Supplies and Health Materials	\$500	Supply chain challenges have increased the costs for many public health nursing items, everything from needles and syringes to alcohol wipes and blood pressure cuffs.
Other Supplies	Public Health	Wellness	(\$125)	Budget revised lower

Department Information DSR1				
Department		Health & Human Services		
		Supplies		to reflect reduced use of promotional items and handouts in time of COVID (with the exception of masks and personal hand sanitizer promotional items)
Conference Out-of-State	Public Health	Out of State Travel	\$500	Slight increase in projected conference spending to allow additional part-time Env. Health staff to attend New England regional training

There are no DSR4 budget requests for the Public Health Division.

Accomplishments and Activities:

FY 2021 and FY 2022 has been dominated by the coronavirus pandemic with the entire Public Health Division involved in the response. The Director of Health and Human Services, along with the Assistant Director of Public Health for Nursing and Behavioral Health, the Public Information Officer, the Town Manager, and the Emergency Management Administrator, established a command center through which all response efforts were organized.

- The Public Health Nursing team was supplemented by per diem nurses and MRC volunteers to continue COVID-19 investigation and vaccination clinics. The nursing staff and volunteers have provided over 7,500 vaccinations and conducted communicable disease investigation to over 2,000 COVID-19 confirmed cases.
- Environmental Health staff continued to work with local businesses, restaurants, and other Town departments, to advise on operating safely under the frequent changes in state COVID-19 guidelines. This included reviewing restaurant outdoor seating plans and contact-free curbside pick-up options which helped food establishments stay in business.
- The Environmental Health Team was able to secure U.S. Food and Drug Administration grants to continue work on the nine Voluntary National Retail Food Regulatory Program Standards. These standards are an important component of a strategic approach to help ensure the safety and security of the food supply at the retail level.
- The Traveling Meals program adopted contact-free delivery protocols even as enrollment in the program increased. Program staff assisted the Aging Services Division, sharing safe meal delivery protocols to incorporate in the meal delivery programs as they addressed increased food insecurity among older adults.
- The Substance Use Prevention team continued working to prevent youth substance use. The Public Health Division received a MassCall3 Grant to support substance use prevention for four towns (Needham, Dedham, Walpole, and Westwood). The Prevention team also received the Federal STOP Act Grant to work on prevention of underage alcohol use.

Department Information
DSR1

Department	Health & Human Services
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Veterans Services Division**Mission:**

The mission of the Veterans Services Division is to provide services determined by Massachusetts law including: the administration of benefits for veterans and their families who meet eligibility criteria; the care of veterans' graves, ensuring the burial of indigent veterans and their eligible family members; the ceremonial observance of national and state holidays dedicated to veterans and patriotic purposes; to take such actions as may be necessary to ensure the well-being of Needham's veterans; and to actively pursue available federal benefits for veterans and their families.

Needham is a member of the West Suburban Veterans District, which was established in fiscal year 2010. The District also includes Wellesley, Weston, and Wayland, and has recently expanded to include the Town of Westwood which has resulted in significant savings (~ \$20K) on Governmental Charges due to administrative costs being spread across five communities instead of four.

On the Horizon:

Long-term challenges including providing support and services to the population of post-9/11 veterans in Needham and meeting the needs of a larger population of pre-9/11 veterans as they continue to age in our community. On the latter front, existing and new collaborations with the Aging Services Division on programs like a Veterans Writing Group have been a valuable arena for engaging veterans.

Budget Statement:

As a member of the West Suburban Veterans District (WSVD), Needham receives dedicated support for the administration of benefits and services to veterans and their families. The vast majority of the Veterans Services budget is consumed with those two cost categories (veterans' benefits and district administration costs), and there is a modest amount of additional funding available in the budget to support other programs and expenses. Some of the funds spent on veterans' benefits and other services are eligible for up to 75% reimbursement from the Commonwealth. The WSVD has notified Needham that its FY 2023 Assessment will be \$67,100 (rounded from \$67,104), which is allocated across the five member communities based on the 2020 US Census population figures.

This budget was developed based on the FY 2023 WSVD assessment, the surplus that was available in FY 2021 from the two primary funding lines (Governmental Charges and Veterans' Benefits) and the projected spending levels in FY 2022. Overall, comparing FY 2023's requested budget to FY 2021's budget shows a reduction in Governmental Charges from \$82,500 to \$67,100 and a reduction in Veterans Benefit costs from \$48,000 to \$25,000. The difference between the FY 2022 budget and the FY 2023 request is \$5,127 in Governmental Charges line.

Veterans Services Division

Line	Division	Description	Change from FY2022	Comments
Governmental Charges	Veteran	Governmental Charges for	\$5,127	FY23 WSVD budget increased by 2.2%

Department Information DSR1					
Department		Health & Human Services			
		Veterans		over FY22 and community allocations were updated to reflect 2020 census population counts	

There are no DSR4 budget requests for the Veterans Services Division.

Accomplishments and Activities

Youth & Family Services Division

Mission:

To provide leadership and a community focus on youth and family issues, and to promote community wellness by: advocating for youth and family interests; developing and implementing quality programs and clinical services; educating and communicating with the public regarding youth and family issues; identifying and addressing youth and family needs; and partnering with agencies that serve youth and families

On the Horizon:

The COVID-19 pandemic has led to a significant increase in the community's mental health needs including depression, anxiety, and suicidal ideation. As children return to school, there are lingering effects of the loss of loved ones and long periods of isolation. Youth & Family Services is currently seeing a significant increase in acuity along with general mental health needs. The post-covid effects will likely continue for the next several years.

Through the pandemic, Youth & Family Services (YFS) pivoted from in-person to virtual delivery of services and programs. While this was not ideal for many people, the ability to access therapy from their own homes increased accessibility for some. Following those changes necessitated by the pandemic, Youth and Family Services is continuing to offer mental health counseling and other programs virtually, thus enabling more residents to access our services and increasing the impact on the community.

In addition to mental health services, much collaborative work with other organizations and town departments also occurred virtually. This helped to increase the range of services for the community.

As Youth & Family Services continues to assess the needs of the community, the hope is for more new and innovative programming. This past year has also shown the need for ongoing staff training, especially as three new staff members join the team. The goal is to help the entire staff manage the changing needs and increased acuity, thus allowing the team to provide the best possible treatment and services to Needham families.

Budget Statement:

This budget submission reflects increases in two spending categories, training and cell phones. Increasing the training budget better prepares the division to meet the service needs and acuity. And, given the need for more community-based services, cell phones will provide clinical staff

Department Information
DSR1

Department	Health & Human Services
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with greater flexibility to communicate and see clients virtually. Some of these additional costs may be offset by slight decreases in other areas due to an increase in electronic communication.

Youth & Family Services Division

Line	Division	Description	Change from FY2022	Comments
Trainings and Seminars	Youth & Family	Professional trainings for staff members	\$1,000	An increase in cost to insure best practices and informed treatment
Postage	Youth & Family		(\$200)	Slight decrease in projections due to more electronic communication
Wireless communication	Youth & Family	Mobile phones for staff members	\$700	Updated cost due to an increase in community involvement and outreach for all staff
Printings and Mailings	Youth & Family	For external printing of brochures and program flyers	(\$100)	Slight decrease in projections due to more electronic communication
Governmental Charges	Youth & Family	Licensure of SWs	(\$100)	Slight decrease in projections due to multi-year license renewal cycles

There are no DSR4 budget requests for the Youth & Family Services Division.

Accomplishments and Activities:

Youth & Family Services has seen a significant increase in families served as the pandemic has impacted overall mental health in the community.

- YFS has increased the number of clients and families served.
- There has been a significant increase in crisis and urgent response.
- Involvement has increased in larger community projects to build awareness of mental health and resilience. This includes the Bay Colony Rail Trail Mural Project which involved over 100 residents.
- The Crisis Donation Fund was created to help individuals and families with urgent needs

Fiscal Year 2023 Proposed Budget

Department Information DSR1			
Department		Health & Human Services	
- YFS has adjusted all programs to meet the community need – some are in person, some are virtual, and some are hybrid. - YFS has trained 36 adults on Youth Mental Health First Aid, which teaches adults how to respond to youth experiencing mental health difficulties. YFS has worked with many local organizations to train a wide range of staff and community members.			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	\$1,985,557		\$1,985,557
b) Expenses	\$434,735		\$434,735
c) Capital			
d)			
e) Total DSR2 & DSR4 Request (a through d)	\$2,420,292		\$2,420,292
V2023			

Fiscal Year 2023 Proposed Budget

Department Expenditure Detail DSR2																					
Department				Health & Human Services																	
Object				Description						Amount											
DSR2A																					
Permanent Personnel	Last Year (FY2021)			Current Year (FY2022)			Next Year (FY2023)														
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)												
	17	3	18.42	17	3	18.67	17	3	18.67												
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count												
						X		3	5												
Union Positions:		BCTIA		Fire A		Fire C		ITWA	X	NIPEA		Police		Police Superior		NA					
1. Salary and Wage Permanent Positions.																					
a. PRD1 Salary and Wages Base														\$1,860,948							
b. PRD1 Differentials (Conditions, Requirements, Shifts)																					
c. PRD1 Education																					
d. PRD1 Extra Holiday																					
e. PRD1 Longevity														\$5,125							
f. PRD1 Snow Program																					
g. PRD1 Uniform																					
h. PRD1 Other Compensation														\$8,500							
i. PRD1 Budget Adjustments														(\$251,917)							
														PRD1 Sub Total				\$1,622,653			
j. DSR3 Other Compensation																					
														Sub Total 1				\$1,622,656			
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)																					
a. Aging Services – Recording Secretary at \$2,960 plus DSR3 costs listed below														\$2,960							
b. Public Health – Temp office coverage at \$3,500, Recording Secretary at \$2,960, Prof/Tech Support Specialist at \$36,525 (includes the data gathering) plus DSR3 costs listed below														\$42,985							
c. Youth & Family Services – Recording Secretary at \$2,960														\$2,960							
d.																					
e. DSR3 Total														\$296,196							
														Sub Total 2				\$345,101			
3. Salary and Wage Overtime (Itemized Below)																					
a. Scheduled Overtime (contractually obligated)														\$3,000							
b. Training and Development																					
c.																					
d.																					
e. DSR3 Total																					
														Sub Total 3				\$3,000			
4. Other Salary and Wage Expenses – (Itemized Below)																					
a. Incentive Programs																					
b. Pay In Lieu of Accrued Leave														\$11,800							
c. Program Stipend														\$3,000							
d. Tuition Reimbursement																					
e. Working Out of Grade																					
f. DSR3 Other Compensation																					

Fiscal Year 2023 Proposed Budget

Department Expenditure Detail DSR2		
Department	Health & Human Services	
Sub Total 4		\$14,800
5. Total Salary and Wages (1+2+3+4)		\$1,985,557
DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x – 525x)	5245 – Maintenance @ \$500) Maintenance and Calibrations on Monitoring Equipment for Environmental Health Inspections needed every other year. This is an on-year for equipment calibration. (PH)	\$500
Rental & Leases (527X)		
Other Property Related Services (529x)	5290 – Pest Control @ \$15,500 (PH) Veterans' Event \$1,400 (Vet)	\$16,900
Professional & Technical Services (530x – 531x)	5300 – Professional & Technical @ \$28,000 for data surveys, technical consultant (PH) 5300 – Professional & Technical @ \$8,500 for group activities (Youth) 5300 – Professional & Technical @ \$7,750 for group activities (Aging) 5303 – Seminars & Trainings @ \$4,000 (PH) 5303 - Seminars & Trainings @ \$2,000 (Aging) 5303 – Seminars & Training @ \$2,800 increased by \$1,000 to accommodate increase costs of staff training (Youth) 5305 – Software License Fee @ \$9,720 increased by \$3,720 to accurately reflect the FY 2022 costs of Food Code Pro inspection software for all EH staff (PH) 5305 – Software License Fees @ \$4,000 (Youth) 5309-Licensed Professional Services @ \$96,500 (Riverside, Fuss & O'Neil, etc.) increased by \$1,000 to accommodate the increased cost of environmental testing for synthetic turf	\$167,770

Fiscal Year 2023 Proposed Budget

Department Expenditure Detail DSR2		
Department	Health & Human Services	
	which has increased from \$6,500 in FY 2020 to just over \$8,000 in FY 2022 (PH); 5311 – Advertising of flu clinics, public health forums, healthy notes @ \$4,500 (PH)	
Communications (534x)	5340 – Graphic Design @ \$6,000 to support the design of community education materials and public health awareness campaigns (PH) 5341 – Postage @ \$1,250 (decrease of \$250) because of reduced need to mail permits and licenses and renewal applications on account of permitting software (PH) Postage @ \$2,500 (decrease of \$350) to reflect less targeted mailing and increasing use of electronic newsletters for CATH patrons (Aging) Postage @ \$100 (Vet) Postage @ \$800 (decrease of \$200) to reflect reduce cost of postage for community updates (Youth) 5344 – Wireless Communications @ \$9,500 (increase of \$3,825) to cover significantly increased wireless costs for staff smart phones, data-plan enabled iPads for inspections, and mobile hot spots for use at off-site vaccination clinics (PH) Wireless Communications @ \$6,000 (unchanged) covering costs of smart phones and data plan for Director, all social workers, and three of four vans (Aging) Wireless Communications @ \$3,200 (increase of \$700) to cover costs of one additional smart phone and data plan for per diem mental health clinicians (Youth) 5345 – Mailing, Printing, and	\$39,650

Fiscal Year 2023 Proposed Budget

Department Expenditure Detail DSR2		
Department	Health & Human Services	
	Photocopying @ \$4,500 (decrease of \$500) for both internal (photocopier) and external printing (includes copying of inspection forms, business cards, and posters). Reduction due to assessment of previous years' spending patterns. (PH) Mailing, Printing, and Photocopying @ \$2,000 (decrease of \$250) for external printing, includes printing of certain program flyers or materials that cannot be produced "in-house" as well as business cards. Reduction due to assessment of previous years' spending patterns (Aging) Mailing, Printing, and Photocopying @ \$300 (decrease of \$100) for external printing of brochures and program flyers or materials that cannot be produced "in-house" as well as business cards. Reduction due to assessment of previous years' spending patterns (Youth) 5347 - Legal Notices @\$3,750 for mandated posting of Board of Health regulations...everytime the BOH adopts a new regulation or revises an existing regulation there is a two-week public notice period pre-hearing and at least a one week posting period post hearing, which costs at least \$657 to post in the Needham Times and Hometown Weekly. Fewer regulations were adopted during COVID and thus costs were down. The projected spending level in FY 2023 is reduced by \$250. (PH)	
Recreational & Cultural Services (535x)	Memorial Day Luncheon \$500 (Vet) Program instructors, vendors, and partial costs for Fitness Program at CATH @ \$52,000 (Aging)	\$52,500
Other Purchased Services (538x)	5380 – Nuisance Abatement @ \$1,000 (PH)	\$1,000
Office Supplies (542x)	5420 – Office Supplies and equipment for 7 full time, 3 part-time regular, and 10 part-time/per diem employees, as well as for three committees – Domestic	\$8,900

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Department Expenditure Detail DSR2		
Department	Health & Human Services	
	Violence Action Committee, Coalition for Suicide Prevention, and Substance Prevention Alliance of Needham @ \$5,000 (PH) Supplies and equipment necessary for the program and service delivery such as but not limited to paper, pens, files, labels @ \$3,000 (Aging) To purchase basic office supplies --- paper, pens, folders, mailers, etc @ \$800 (Youth) Office Supplies @ \$100 (Vet)	
Building & Equipment Supplies (543x)		
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)		
Vehicular Supplies (548x)	5480 – Parts such as tires, brakes, batteries, inspection stickers for Aging Vans @ \$2,750 (an increase of \$250) (Aging)	\$2,750
Gasoline and Diesel Fuel (5481)	5481 – Gasoline for the Aging Vans @ \$7,000; this represents a decrease of \$2,250 to reflect better estimates of costs based on FY 2019 and partial FY 2020 usage (Aging)	\$7,000
Food and Service Supplies (549x)	5490 – Supplies related to program operation @ \$300 Aging and @ \$2,200 Youth	\$2,500
Medical Supplies (550x)	5500 – Medical Supplies and health materials, largely for public health nursing purposes @ \$2,500, an increase of \$250 to reflect increased costs of materials (PH) Supplies related to medical purposes such as first aid kits @ \$250 (Aging)	\$2,750
Public Works Supplies (553x)		
Other Supplies & Equipment (558x)	5580 – Other Supplies & Equipment @ \$11,800 Other Supplies & Equipment @ \$2,300, reduced by \$125, for Wellness Supplies (examples include Stress Balls, Hand Sanitizer Kits) and unexpected expenses like the purchase of Sharps Disposal Containers to be provided free of charge for residents with limited resources and	\$11,800

Fiscal Year 2023 Proposed Budget

Department Expenditure Detail DSR2		
Department	Health & Human Services	
	the purchase of water bottles as gift to sports coaches that attended a concussion training offered by the Public Health Department. (PH) Flags and Holders @ \$4,000 (Vet) For a variety of expenses including program materials, off-site printing, etc. To purchase books, manuals, and literature regarding youth/family issues and treatment @ \$3,250 (Youth) Special Event and Public Recognition Expenses @ \$2,250 (Aging)	
Governmental Charges (569x)	5690 – Governmental Charges for the annual cost for Environmental Health Agent licensure for MA Division of Professional Licensure for Environmental Health Agent and for Public Health Specialist @ \$200 (PH) West Suburban Veterans’ District Assessment @ \$67,100 (increase of \$5,127). New level of assessment cost (previous was greater than \$80K) based on the increase in cost sharing between five communities instead of the previous four-way share (Vet) Licensure for Social Workers @ \$700 (decrease of \$100) (Youth)	\$68,000
Travel & Mileage (571x – 572x)	5710 – In-State Travel Expenses @ \$2,800 for in-state registration fees (PH) In-State Travel Expenses @ \$1,000 for in-state registration fees (Aging) In-State Travel Expenses @ \$1,500 for in-state registration fees (Youth) 5711 – Mileage @ \$3,850 7 full time, 3 part-time regular, and 10 part-time/per diem employees (PH) Mileage @ \$1,300 (Youth) Mileage @ \$1,000 (Aging)	\$21,550

Fiscal Year 2023 Proposed Budget

Department Expenditure Detail DSR2		
Department	Health & Human Services	
	Mileage @ \$100 (Vet) 5720 – Out-of-State Travel Expenses @ \$3,000 for the cost of attendance for one staff member at regional or national event such as training (Youth) Out-of-State Travel Expenses @ \$7,000 (an increase of \$500) for the cost of attendance for one staff member at regional or national events and trainings such as National Association of County and City Health Officials Annual Meeting or the CADCA Leadership Institute in Washington D.C (PH)	
Dues & Subscriptions (573X)	5730 – Dues & Subscriptions for Departmental and staff membership in professional associations and organizations, including the MA Environmental Health Association, the National Association of Local Boards of Health, and the Community Anti-Drug Coalitions of America @ \$3,105 (PH) Professional Subscriptions such as National Association of Social Workers \$1,500 (Aging) Veterans' Association @ \$60 (Vet) Professional Subscriptions and NASW Membership @ \$1,000 (Youth)	\$5,665
Other Expenses (574 X – 579x)	5740 – \$500 for Transponder charges for COA Vans (Aging) 5780 – Veterans' Benefits @ \$25,000 reduced substantially (\$20K) from FY 2021 and previous years to better reflect annual spending (Vets)	\$25,500
6. Total Expenses		\$434,735
DSR2C		
Capital Equipment Replacement (587X)		
7. Total Operating Budget Capital		\$0
8. Total Base Request (Line 5 + Line 6 + Line 7)		\$2,420,292

Fiscal Year 2023 Proposed Budget

Department Expenditure Detail DSR2				
Department	Health & Human Services			
Does the Department depend on any Federal or State grants to provide services?	YES	☒	NO	☐
Did the Department submit any requests for FY2023 for the replacement or upgrade of technology or software to the Information Technology Center?	YES	☐	NO	☒
Did the Department submit any requests for FY2023 to the Department of Public Works/Building Maintenance division to improve or upgrade a public building or facility?	YES	☐	NO	☒
V2023				

Fiscal Year 2023 Proposed Budget

Department Personnel Supplement DSR3							
Department			Health & Human Services				
	Description	Amount	Amount Reflected DSR2A Section				
			1	2	3	4	
1	Aging Services – Kitchen Assistant/Building Monitor (19.5 hrs/week)	\$19,140		X			
2	Aging Services – Program Support Assistant III (Evenings 19.5 hrs/week)	\$28,710		X			
3	Aging Services – Program Support Assistant II (Weekend 10.0 hrs/week))	\$11,670		X			
4	Aging Services – Van Drivers 66 hrs/week	\$68,718		X			
5	Public Health – Per Diem and Substitute Nurses for Vaccination and Wellness Clinics	\$55,840		X			
6	Public Health – Traveling Meals Program Summer Drivers (approximately 44 hrs/week over ~ 12 weeks)	\$10,368		X			
7	Public Health – Environmental Health Inspections – After Hours & Additional Hours (one EH Inspector at 8 hrs/week and one EH Inspector at 10 hrs/week)	\$32,310		X			
8	Public Health –Substance Prevention Alliance of Needham Program Support Assistant III (19.5 hrs/week)	\$28,710		X			
9	Youth & Family Services – Part-time and After-Hours Social Workers (approximately 25 hrs/week spread across 5+ Per Diem Clinicians)	\$40,730		X			
10							
11							
12							
13							
14							
15							
16							
17							
18							
19							
20							
21							
22							
23							
24							
25							
I	Total	\$296,196	X				
Sections							
	Amount Reported Under DSR2A Section 1						
	Amount Reported Under DSR2A Section 2						
	Amount Reported Under DSR2A Section 3						
	Amount Reported Under DSR2A Section 4						
II	Total						
V2023							

V2023

Fiscal Year 2023 Proposed Budget

Health and Human Services	FY2023 DSR2 Request	FY2023 DSR4 Request	FY2023 Total Request	Total \$ Change from FY2022	Total % Change	Budget 2022	Expenditures 2021	Expenditures 2020	Expenditures 2019
Salary & Wage Regular	1,614,156.00		1,614,156.00	39,174		1,574,982.00	1,541,095.86	1,331,537.35	1,193,902.35
Salary & Wage Temporary	345,101.00		345,101.00			345,101.00	248,438.41	234,421.24	216,454.45
Salary & Wage Overtime	3,000.00		3,000.00			3,000.00	6,206.17	1,038.93	181.33
Salary & Wage Other	23,300.00		23,300.00			23,300.00	20,056.39	24,266.90	14,105.24
Salary and Wage Total	1,985,557.00		1,985,557.00	39,174	2.0%	1,946,383.00	1,815,796.83	1,591,264.42	1,424,643.37
Energy									500.00
Non Energy Utilities									
Repairs and Maintenance	500.00		500.00			500.00	2,985.00	2,569.26	2,411.12
Rental and Leases							216.00		1,480.50
Other Property Related	16,900.00		16,900.00			16,900.00	1,629.27	200.00	1,684.40
Professional & Technical	167,770.00		167,770.00	5,720		162,050.00	84,792.68	145,681.73	138,920.04
Communications	39,650.00		39,650.00	2,625		37,025.00	29,928.87	18,653.86	18,590.01
Recreation	52,500.00		52,500.00			52,500.00	3,005.98	5,425.96	917.67
Other Purchased Services	1,000.00		1,000.00			1,000.00	15,975.51	474.80	653.54
Energy Supplies									
Office Supplies	8,900.00		8,900.00			8,900.00	7,118.06	10,342.28	9,885.97
Building & Equipment Rprs/Sp									
Custodial Supplies									22.53
Grounds Keeping Supplies									
Vehicular Supplies	9,750.00		9,750.00	(2,000)		11,750.00	4,018.88	4,541.86	6,217.00
Food & Service Supplies	2,500.00		2,500.00			2,500.00	12,715.31	3,621.03	6,079.32
Medical Supplies	2,750.00		2,750.00	500		2,250.00	62,122.01	400.51	
Educational Supplies							445.95		
Public Works Supplies									
Other Supplies & Equipment	11,800.00		11,800.00	(125)		11,925.00	55,721.02	16,048.78	27,291.96
Governmental Charges	68,000.00		68,000.00	5,027		62,973.00	74,135.98	73,335.55	72,136.00
Travel & Mileage	21,550.00		21,550.00	500		21,050.00	1,554.47	10,380.81	10,527.84
Dues & Subscriptions	5,665.00		5,665.00			5,665.00	2,978.90	5,870.52	2,750.00
Other	25,500.00		25,500.00			25,500.00	24.00	672.88	26,085.37
Expense	434,735.00		434,735.00	12,247	2.9%	422,488.00	359,367.89	298,219.83	326,153.27
Capital Equipment									
Budget Capital									
TOTAL	2,420,292.00		2,420,292.00	51,421	2.2%	2,368,871.00	2,175,164.72	1,889,484.25	1,750,796.64

Fiscal Year 2023 Proposed Budget

Position Register Summary Description	Sch Grd	FY23 FTE	FY23 Estimate	FY23 %	FY22 FTE	FY22 Current	FY21 FTE	FY21 Final Budget
Director of Health & Human Services	14	1.00	128,508		1.00	128,508	1.00	128,508
Director of Aging Services	13	1.00	107,021	3.0%	1.00	103,904	1.00	103,421
Director of Youth & Family Services	12	1.00	102,539		1.00	102,539	1.00	102,539
Assistant Director for Counseling & Volunteers	11	1.00	87,458	3.1%	1.00	84,864	1.00	82,389
Assistant Director of Public Health for Community & Environmental Health	11	1.00	100,893	2.3%	1.00	98,631	1.00	98,380
Assistant Director of Public Health for Nursing & Behavioral Health	11	1.00	100,893	2.3%	1.00	98,631	1.00	83,519
Assistant Director for Programs & Transportation	10	1.00	83,285	2.2%	1.00	81,491	1.00	76,805
Administrative Analyst	6	1.00	73,632	2.7%	1.00	71,702	1.00	69,326
Administrative Assistant	13	2.40	121,368	3.7%	2.40	117,000	2.40	134,590
Assistant Program Coordinator	7	0.80	52,494	16.1%	0.80	45,209	0.80	45,224
Clinicians	17	4.00	336,325	2.6%	4.00	327,894	4.00	316,486
Environmental Health Agent	17	1.00	83,265	3.0%	1.00	80,828	1.00	76,811
Program Coordinator Meals	5	0.60	42,506	3.6%	2.40	41,015	2.40	
Program Coordinator Shine	8	0.80	57,377	23.1%	2.40	46,613	2.40	153,438
Program Coordinator Transportation	6	1.00	69,615	3.3%	2.40	67,392	2.40	
Public Health Nurse	19	1.67	142,324	144.9%	0.67	58,123	0.67	57,070
Substance Use Prevention Program Coordinator	8	2.00	171,445	2.8%	2.00	166,784	2.00	159,355
Longevity			5,125	11.2%		4,607		5,149
Differential								
Education								
Extra Holiday								
Other Pay			8,500	21.4%		7,000		7,000
Stipends				-100.0%		1,500		1,500
Budget Adjustment		(3.60)	(251,917)	67.1%	(2.60)	(150,753)	(2.85)	(190,040)
Total		18.67	1,622,656	2.5%	23.47	1,583,482	23.22	1,511,470

Fiscal Year 2023 Proposed Budget

Department Spending Request Short Form			
Budget		Commission on Disabilities	
Purpose			
The Commission on Disabilities purpose is to promote full integration and improve accessibility for the disabled population in the Town of Needham. Through advocacy and special projects and programs, the Commission provides resources in all matters related to disability issues, promotes awareness and addresses the needs of persons with disabilities in the community.			
Budget Statement			
The Town's allocated budget for the Commission on Disabilities is augmented by the funds received from the handicapped parking fines. These fines are generally used to fund grants for Needham organizations, schools, and special projects to promote disability awareness and assist with special programs and needs for the disabled in the Town of Needham..			
Accomplishments and Activities			
Extracts from the Town Report Worked in conjunction with the Metro West Center for Independent Living and the Massachusetts Office on Disability (MOD) on all legal and technical matters pertaining to the disabled. Advised town officials and local businesses regarding the number and dimensions of handicapped parking spaces and of proper signage required for HP spaces in order to ensure compliance with ADA and the Massachusetts Architectural Access Board (MAAB) regulations including Needham High School, the Williams School and the Needham Public Library. Responded to advocacy calls on a variety of concerns including renovating a historical home in an accessible manner, need for improved accessible doors at the Kendrick apartments, installing an accessible bathtub and waiting in line at Trader Joe's for a person with a disability. Participated in the Downtown Streetscape Committee and the Local Emergency Planning Committee to promote awareness of disability issues.			
Description		Purpose	
Salary and Wages		Committee Liaison stipend	
		1,500	
Communications		Training and professional development registrations	
		200	
Office Supplies		Supplies for Committee activities	
		100	
Public Works Supplies		Handicap signs	
		150	
Travel & Mileage		Expenses incurred for travel to trainings	
		100	
Total Request			2,050
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	1,500		1,500
b) Expenses	550		550
c) Total DSR2 & DSR4	2,050		2,050
V2023			

Fiscal Year 2023 Proposed Budget

Commission on Disabilities	FY2023 DSR2 Request	FY2023 DSR4 Request	FY2023 Total Request	Total \$ Change from FY2022	Total % Change	Budget 2022	Expenditures 2021	Expenditures 2020	Expenditures 2019
Salary & Wage Regular									
Salary & Wage Temporary									
Salary & Wage Overtime									
Salary & Wage Other	1,500.00		1,500.00			1,500.00	1,500.00	1,500.00	1,500.00
Salary and Wage Total	1,500.00		1,500.00			1,500.00	1,500.00	1,500.00	1,500.00
Energy									
Non Energy Utilities									
Repairs and Maintenance									
Rental and Leases									
Other Property Related									
Professional & Technical							15.42		
Communications	200.00		200.00			200.00			
Recreation									
Other Purchased Services									
Energy Supplies									
Office Supplies	100.00		100.00			100.00			54.74
Building & Equipment Rprs/Sp									
Custodial Supplies									
Grounds Keeping Supplies									
Vehicular Supplies									
Food & Service Supplies									
Medical Supplies									
Educational Supplies									
Public Works Supplies	150.00		150.00			150.00			
Other Supplies & Equipment								275.00	
Governmental Charges									
Travel & Mileage	100.00		100.00	100					
Dues & Subscriptions									
Other				(100)		100.00		200.00	
Expense	550.00		550.00			550.00	15.42	475.00	54.74
TOTAL	2,050.00		2,050.00			2,050.00	1,515.42	1,975.00	1,554.74

Fiscal Year 2023 Proposed Budget

Department Spending Request Short Form			
Budget	Historical Commission		
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 seeks to identify places of historic or archeological value, and to coordinate with other town boards bodies to preserve the town's historical heritage. 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. There are seven members on the Historical Commission. Members of the Commission are appointed by the Select Board for three year, staggered terms.			
Budget Statement			
This budget provides a modest funding amount for expenses that the committee may incur in course of its activities.			
Accomplishments and Activities			
The Committee conducted a review of the Town's demolition delay bylaw (2.11.5) and a consideration of Local Historic Districts as a way to improve the process of historic preservation. The Committee completed a third review of homes for potential addition to the Historic Inventory, and an informational event for owners of historic houses in Needham (on the Inventory or not) to raise awareness/appreciation for the town's historic assets. Acknowledging that owners of homes on the Needham Inventory are not always aware of the home's historic status, especially if the house has recently changed hands, the Commission drafted a letter to be sent to all owners/new owners informing them of the house's Inventory status and its implications under Needham bylaw 2.11.5 (demolition delay bylaw). Needham's Assessor has agreed to provide the Commission with a quarterly transaction report, so that we can identify sales of historic houses and notify the owner.			
Description	Purpose	Amount	
Communications	Postage (50) and Printing (300)	350	
Office Supplies	Supplies and Materials for Committee Activities	250	
Other Supplies & Equipment	Signs and House Plaques	450	
Total Request		1,050	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	[[	[[	[[
b) Expenses	[1,050]	[[	[1,050]
c) Total DSR2 & DSR4	[1,050]	[[	[1,050]
V2023			

Fiscal Year 2023 Proposed Budget

Historical Commission	FY2023 DSR2 Request	FY2023 DSR4 Request	FY2023 Total Request	Total \$ Change from FY2022	Total % Change	Budget 2022	Expenditures 2021	Expenditures 2020	Expenditures 2019
Salary & Wage Regular									
Salary & Wage Temporary									
Salary & Wage Overtime									
Salary & Wage Other									
Salary and Wage Total									
Energy									
Non Energy Utilities									
Repairs and Maintenance									
Rental and Leases									
Other Property Related									
Professional & Technical									
Communications	350.00		350.00	(450)		800.00		55.20	
Recreation									
Other Purchased Services									
Energy Supplies									
Office Supplies	250.00		250.00			250.00			
Building & Equipment Rprs/Sp									
Custodial Supplies									
Grounds Keeping Supplies									
Vehicular Supplies									
Food & Service Supplies									
Medical Supplies									
Educational Supplies									
Public Works Supplies									
Other Supplies & Equipment	450.00		450.00	450					
Governmental Charges									
Travel & Mileage									
Dues & Subscriptions									
Other									
Expense	1,050.00		1,050.00			1,050.00		55.20	
TOTAL	1,050.00		1,050.00			1,050.00		55.20	

Department Information DSR1				
Department		Library		
Department Mission				
Mission Statement: The Needham Free Public Library provides access to materials, resources, and information in its endeavor to expand minds, celebrate diversity, embrace differences, and build community.				
Vision Statement: The library will provide and expand resources and information to satisfy curiosity and will provide opportunities to discover and share new ideas. The library will be a vibrant and welcoming place for all people to gather, meet, and learn. The library will create opportunities for programs, services, and outreach by building partnerships with institutions, such as school, businesses, and organizations.				
On the Horizon				
The library has been operating in its current building since March 2006. Due to the Pandemic the library closed its doors on March 13, 2020, offering only reference services via telephone. On June 1, 2020, the library began offering checked out materials to the public, using a service called curbside pickup. People called in or placed requests for the items wanted, the staff placed the items in paper shopping bags (labeled with the borrower’s name) on a table by the parking lot entrance. By the close of curbside pickup on May 31, 2021, borrowers were checking out 26,000 to 30,000 items per month. The circulation figures rose to 42,000 to 49,000 when the library reopened its doors on June 1, 2021 with an almost normal open hour’s schedule. On September 7, 2021 the library resumed its normal 69.5 open hour’s schedule. Even though the library is now open to the public, virtual programming is still being done, as there are people who do not want to gather in groups. Most children’s programming is in person, as this has proven to be more successful than virtual. Adult virtual programs are enjoyed by large numbers of people, sometimes more than 200. Thanks to the Library Friends and Library Foundation, the library recently was able to start using a new website that is able to meet the many needs of a public library.				
During FY2021 the Children’s Department of the library received a \$3,475.00 Cares Act grant that funded two storywalks, two diversity programs, and the purchase of <i>Brainfuse</i> online tutoring for all ages K to adult.				
The most important “On the Horizon” item for the library is the fact that a new director will start work at the library on Monday, November 8.				
Budget Statement				
The FY2023 Budget requests include the following changes from FY2022				
Category	Fy2022 Budget	Comments	FY2023 Request	Net Change
5110—Library Salaries, Regular	\$1,122,839	The increase is the normal step-raise, longevity amount	\$1,159,278	\$36,439
5120—Library Salaries, Temporary	\$557,806	The decrease in the amount for this budget is dependent on two things. 1.The calendar. For example, more part-timers work on Monday than on other days. In FY2023 there are three less Mondays than in FY2022. and 2. The Library trustees voted to close one hour earlier on Sundays.	\$536,306	(\$21,500)

Fiscal Year 2023 Proposed Budget

Department Information DSR1										
Department			Library							
5305—Library P&T Software License Fee	\$75,000	The increase in this budget will cover the cost of adding an additional connection to the Minuteman Library Network and an increase in the Minuteman budget. The connection is needed for the newly added self-check-out computer on the second floor.					\$76,232	\$1,232		

	Adult Ref	Adult Circ	Adult Page	CR Ref	Cr Page	Ntwrk trans pick list	Tech Serv	Adm Asst.	Hours Total	Amount
Monday 43	473 \$ 15,490.76	1354.5 \$ 25,870.95	365.5 \$ 5,332.65	322.5 \$ 10,561.88	215 \$ 3,136.85	172 \$ 2,509.48			2902.5	\$ 62,902.57
Tuesday 52	364 \$ 11,921.00	1638 \$ 31,285.80	442 \$ 6,448.78	208 \$ 6,812.00	260 \$ 3,793.40	208 \$ 3,034.72	416 \$ 7,945.60		3536	\$ 71,241.30
Wednesday 52	364 \$ 11,921.00	1638 \$ 31,285.80	442 \$ 6,448.78	208 \$ 6,812.00	260 \$ 3,793.40	208 \$ 3,034.72	416 \$ 7,945.60		3536	\$ 71,241.30
Thursday 51	357 \$ 11,691.76	1428 \$ 27,274.80	433.5 \$ 6,324.77	382.5 \$ 12,526.88	255 \$ 3,720.45	204 \$ 2,976.36	408 \$ 7,792.80		3468	\$ 72,307.82
Friday 52	390 \$ 12,772.50	1092 \$ 20,857.20	338 \$ 4,931.42	442 \$ 14,475.50	260 \$ 3,793.40	156 \$ 2,276.04	416 \$ 7,945.60		3094	\$ 67,051.66
Saturday - winter 37	196 \$ 6,419.00	1036 \$ 19,787.60	296 \$ 4,318.64	70 \$ 2,292.50	111 \$ 1,619.49				1709	\$ 34,437.23
Saturday - summer 14	196 \$ 6,419.00	392 \$ 7,487.20	112 \$ 1,634.08	98 \$ 3,209.50	42 \$ 612.78				840	\$ 19,362.56
Sunday - winter 40 *	400 \$ 19,652.00	800 \$ 22,920.00	200 \$ 4,378.00	200 \$ 9,826.00	200 \$ 4,378.00				1800	\$ 61,154.00
Sunday - summer 8 *	64 \$ 3,144.32	128 \$ 3,667.20	32 \$ 700.48	32 \$ 1,572.16	32 \$ 700.48				288	\$ 9,784.64
Adm. Asst.								\$ 988.00 \$ 26,132.60	988	\$ 26,132.60
CRProgram				988 \$ 32,357.00					988	\$ 32,357.00
Vac Fill-ins	108.5 \$ 3,553.38	66.5 \$ 1,270.15		28 \$ 917.00					203	\$ 5,740.53
Training/Meeting	50 \$ 1,637.50	50 \$ 955.00							100	\$ 2,592.50
Total Hours	2962.50	9623	2661	2979	1635	948	1656	988.00	23452.50	
FTE	1.5	4.9	1.4	1.5	0.8	0.5	0.9	0.5	12	
Total \$	\$104,622.22	\$192,661.70	\$40,517.60	\$101,362.42	\$25,548.25	\$ 13,831.32	\$31,629.60	\$26,132.60		\$536,305.71

*Sunday hours are time and a half

Accomplishments and Activities

The library's most notable FY2021 accomplishment was opening its doors to the public following two and a half months of being totally closed and twelve months of offering curbside pickup service. In May of 2021, with curbside pickup, the library checked out 26,657 items. In June of 2021, with people being able to come in the library, item checkout rose to 42,486, an increase of 15,829 items (+59.4%). People were grateful for being able to pick up items; however, they obviously enjoyed coming into the building even more. The circulation figure continues to climb in the new fiscal year.

The Children's, Young Adult, and Adult departments continued to offer a quality variety of virtual programming.

Department Information DSR1			
Department		Library	
During FY2021, electronic circulation of books, magazines, movies rose to 29% of the total circulation. In FY2019, the last complete fiscal year before COVID, electronic circulation was 19.3% of the total.			
During FY2021, the library trustees voted to abolish library fines for the late return of materials. Studies have shown that library fines inhibit, rather than encourage, the return of overdue materials.			
The trustees also voted to discontinue the Friends Rental Collection of new books. Dissolving of this collection made the library a more equitable service.			
The Diversity and Discussion Book Club had another successful year, as did the NPL Book Group and the NPL Evening Book Club.			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	\$1,695,584	\$139,933	\$1,835,517
b) Expenses	\$375,863	\$61,760	\$437,623
c) Capital			
d)			
e) Total DSR2 & DSR4 Request (a through d)	\$2,071,447	\$201,693	\$2,273,140
V2023			

Fiscal Year 2023 Proposed Budget

Department Expenditure Detail DSR2																		
Department				Public Library														
Object				Description				Amount										
DSR2A																		
Permanent Personnel	Last Year (FY2021)			Current Year (FY2022)			Next Year (FY2023)											
	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)									
	15	35	27	15	35	27	15	35	27									
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count									
							X											
Union Positions:		BCTIA		Fire A		Fire C		ITWA		NIPEA		Police		Police Superior		NA	X	
1. Salary and Wage Permanent Positions.																		
a.	PRD1 Salary and Wages Base													\$1,143,263				
b.	PRD1 Differentials (Conditions, Requirements, Shifts)																	
c.	PRD1 Education																	
d.	PRD1 Extra Holiday																	
e.	PRD1 Longevity													\$11,573				
f.	PRD1 Snow Program																	
g.	PRD1 Uniform																	
h.	PRD1 Other Compensation																	
i.	PRD1 Budget Adjustments													\$4,442				
													PRD1 Sub Total		\$1,159,278			
j.	DSR3 Other Compensation																	
													Sub Total 1		\$1,159,278			
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)																		
a.	Temporary department coverage, Part-Time, Mon - Sat													\$465,368				
b.	Sunday Part-Time Hours													\$70,938				
c.																		
d.																		
e.	DSR3 Total																	
													Sub Total 2		\$536,306			
3. Salary and Wage Overtime (Itemized Below)																		
a.	Scheduled Overtime (contractually obligated)																	
b.	Training and Development																	
c.																		
d.																		
e.	DSR3 Total																	
													Sub Total 3					
4. Other Salary and Wage Expenses - (Itemized Below)																		
a.	Incentive Programs																	
b.	Pay In Lieu of Accrued Leave																	
c.	Program Stipend																	
d.	Tuition Reimbursement																	
e.	Working Out of Grade																	
f.	DSR3 Other Compensation																	
													Sub Total 4					

Fiscal Year 2023 Proposed Budget

Department Expenditure Detail DSR2		
Department	Public Library	
5. Total Salary and Wages (1+2+3+4)		\$1,695,584
DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x – 525x)	Computer Hardware Maintenance: \$607 Community Room Audiovisual Maintenance: \$4,200 Equipment Repairs and Copy Machine Maintenance: \$1,489	\$6,296
Rental & Leases (527X)	Iron Mountain and NEDCC Microfilm Storage: \$500	\$500
Other Property Related Services (529x)		
Professional & Technical Services (530x – 531x)	P&T Seminars and Training: \$1,500 Minuteman Library Network: \$64,232 Computer Software Licenses: \$12,000	\$77,732
Communications (534x)	Postage: \$900 Wireless Communications: \$2,092 Printing: \$1,900	\$4,892
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)	Bindery: \$5,000 Microfilming Needham Newspapers: \$800	\$5,800
Office Supplies (542x)	Paper (copier and other) Pens, Pencils, Calendars, File Folders, etc:	\$8,200
Building & Equipment Supplies (543x)		
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)		
Vehicular Supplies (548x)		
Gasoline and Diesel Fuel (5481)		
Food and Service Supplies (549x)		
Medical Supplies (550x)		
Public Works Supplies (553x)		
Other Supplies & Equipment (558x)	Supplies for processing Books, Periodicals, and AV items: \$7,300 Library Materials Budget: Library Subscriptions: \$26,000 Books: \$131,043 Audiovisual: \$44,000 Databases: \$45,000 Total Materials: \$246,043 Computer Supplies and Equipment: \$16,500	\$269,843
Governmental Charges (569x)		
Travel & Mileage (571x – 572x)	Conference In-State: \$400 Mileage: \$1,600	\$2,000
Dues & Subscriptions (573X)	American Library Assoc. Memb: \$400 Digital Commonwealth Memb: \$200	\$600

Fiscal Year 2023 Proposed Budget

Department Expenditure Detail DSR2				
Department	Public Library			
Other Expenses (574 X - 579x)				
6. Total Expenses				\$375,863
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)				\$2,071,447
Does the Department depend on any Federal or State grants to provide services?	YES	☒ X	NO	☐
Did the Department submit any requests for FY2023 for the replacement or upgrade of technology or software to the Information Technology Center?	YES	☐	NO	☒ X
Did the Department submit any requests for FY2023 to the Department of Public Works/Building Maintenance division to improve or upgrade a public building or facility?	YES	☒ X	NO	☐
V2023				

Fiscal Year 2023 Proposed Budget

Performance Improvement Funding Request DSR4					
Department	Public Library		Fiscal Year	FY 2023	
Title	Reference Librarian/Digital Communications Specialist		Priority	1	
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
1. Salary and Wage	1.0	\$62,283		\$62,283	
2. Expense			\$3,260	\$3,260	
3. Operating Capital					
4. Department Total (1+2+3)		\$62,638	\$3,260	\$65,543	
5. Other Costs		\$32,319			
Budgetary Considerations				Yes	No
Does this request address a goal of the Select Board or other Board or Committee?				X	
If yes, which Board or Committee?		Select Board & Library Trustees			
Has this request been submitted in the last three fiscal years and not funded?				X	
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?					X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
Does the request support activities which produce revenue for the Town?					X
If the request is not approved, will current Town revenues be negatively impacted?					X
Is there an increased exposure for the Town if the request is not approved?					X
Is specialized training or licensing required (beyond the initial purchase)?					X
Does this request address a documented health or safety issue?					X
<i>All "YES" responses above must be explained in the narrative below</i>					
Description and Explanation					
Addition of this full-time position would enhance the library's Mission to "provide access to materials, resources and information...to expand minds," as well as its Vision to "discover and share new ideas." It would add to the Select Board's goals of "[supporting] an environment for creativity, innovation, and entrepreneurship" and "[promoting] a well-educated skilled and diverse work force that meets employers' needs." With the advent of a new website, it is more important than ever to fill this position. The person would contribute to the library's website and manage the library's social networking platforms. In addition to providing standard reference service to the public, the person would enhance the library's online presence by providing guidance to forthcoming innovative technologies and user-focused web services. The person would be responsible for the library's digital initiatives and organization of online resources that would improve access to the collections, promote the library in the community, and enhance patrons' online experiences. The person would develop and implement a suite of technology programs that would expand the community's digital learning capabilities from basic competencies to advanced skills. The person would have the ability to translate new and emerging technologies into services that align with the library's Mission and Vision, as well as with community needs.					
V2023					

Fiscal Year 2023 Proposed Budget

Performance Improvement Funding Request Supplement DSR4S									
Position Title	Public Library Reference Librarian/ Digital Communications Specialist						Priority	1	
Classification	X	FT		PT		Seasonal			
Part Time /Seasonal	Hours Per Week			37.5		Number of Weeks Per Year		52	
Compensation Detail									
Base Rate	\$62,283								
Other	\$32,319								
Other	\$3,260								
Other									
Other									
Other									
Other									
Other									
Salary and Wage Total							\$97,862		
If Funded the Position Will Require the Following Additional Items									
Description	No	Yes	Explain			Start Up Cost \$	Annual Recurring Cost \$		
Workstation		X				\$1,000			
Vehicle	X								
Computer		X				\$2,000			
Software		X					\$260		
Mobile Communication Device	X								
Uniform	X								
Tools	X								
Equipment	X								
Other									
Other									
Totals						\$3,000	\$260		
Estimated Annual Benefit Cost							\$32,319		
Description and Explanation									
Addition of this full-time position would enhance the library's Mission to "provide access to materials, resources and information...to expand minds," as well as its Vision to "discover and share new ideas." It would add to the Select Board's goals of "[supporting] an environment for creativity, innovation, and entrepreneurship" and "[promoting] a well-educated skilled and diverse work force that meets employers' needs." With the advent of a new website, it is more important than ever to fill this position. The person would contribute to the library's website and manage the library's social networking platforms. In addition to providing standard reference service to the public, the person would enhance the library's online presence by providing guidance to forthcoming innovative technologies and user-focused web services. The person would be responsible for the library's digital initiatives and organization of online resources that would improve access to the collections, promote the library in the community, and enhance patrons' online experiences. The person would develop and implement a suite of technology programs that would expand the community's digital learning capabilities from basic competencies to advanced skills. The person would have the ability to translate new and emerging technologies into services that align with the library's Mission and Vision, as well as with community needs.									

V2023

Fiscal Year 2023 Proposed Budget

Performance Improvement Funding Request DSR4					
Department	Public Library		Fiscal Year	FY2023	
Title	FT Administrative Assistant		Priority	2	
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
1. Salary and Wage	1.0	\$63,235		\$63,235	
2. Expense					
3. Operating Capital					
4. Department Total (1+2+3)		\$63,235		\$63,235	
5. Other Costs		\$32,389			
Budgetary Considerations				Yes	No
Does this request address a goal of the Select Board or other Board or Committee?				X	
If yes, which Board or Committee?		Select Board			
Has this request been submitted in the last three fiscal years and not funded?					X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?					X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
Does the request support activities which produce revenue for the Town?					X
If the request is not approved, will current Town revenues be negatively impacted?					X
Is there an increased exposure for the Town if the request is not approved?					X
Is specialized training or licensing required (beyond the initial purchase)?					X
Does this request address a documented health or safety issue?					X
<i>All "YES" responses above must be explained in the narrative below</i>					
Description and Explanation					
Adoption of this full-time position would add to the Select Board's goals of [promoting] "a well-educated skilled and diverse work force that meets employers' needs." This position is currently a part-time 19-hour-a-week position. Several years ago the position was a full-time position. When the full-timer who occupied the position resigned, the library was asked if it could manage with a part-timer. The director said that was ok but to remember that doing so would increase the director's work. The person in this position administers the weekly payroll, and manages the department's purchase orders, prepares the invoices for payment, and tracks the budget spending for eight employees. In addition to relieving the library director of having to track Trust Fund expenses, budget processes, and personnel anniversary dates, a full-time person would be able to be involved in formulating the yearly budget. This becomes particularly important with a new library director beginning work on November 8, 2021. The Administrative Assistant would be able to assist the new person through the financial and personnel set up of the library, as well as increasing efficiency by centralizing the ordering of supplies for all departments.					
V2023					

Fiscal Year 2023 Proposed Budget

Performance Improvement Funding Request Supplement DSR4S						
Position Title	Public Library Administrative Assistant				Priority	2
Classification	X	FT		PT	Seasonal	
Part Time /Seasonal	Hours Per Week		37.5		Number of Weeks Per Year	52
Compensation Detail						
Base Rate	\$63,235					
Other	\$32,389					
Other						
Other						
Other						
Other						
Other						
Other						
Other						
Salary and Wage					\$95,624	
If Funded the Position Will Require the Following Additional Items						
Description	No	Yes	Explain	Start Up Cost \$	Annual Recurring Cost \$	
Workstation						
Vehicle						
Computer						
Software						
Mobile Communication Device						
Uniform						
Tools						
Equipment						
Other						
Other						
Other						
Totals						
Estimated Annual Benefit Cost					\$32,389	
Description and Explanation						
Increase in hours from 19 per week to 37.5 per week. No equipment needed, as part-timer already has computer, desk, and work area. Adoption of this full-time position would add to the Select Board's goals of [promoting] "a well-educated skilled and diverse work force that meets employers' needs." This position is currently a part-time 19-hour-a-week position. Several years ago the position was a full-time position. When the full-timer who occupied the position resigned, the library was asked if it could manage with a part-timer. The director said that was ok but to remember that doing so would increase the director's work. The person in this position administers the weekly payroll, and manages the department's purchase orders, prepares the invoices for payment, and tracks the budget spending for eight employees. In addition to relieving the library director of having to track Trust Fund expenses, budget processes, and personnel anniversary dates, a full-time person would be able to be involved in formulating the yearly budget. This becomes particularly important with a new library director beginning work on November 8, 2021. The Administrative Assistant would be able to assist the new person through the financial and personnel set up of the library, as well as increasing efficiency by centralizing the ordering of supplies for all departments.						

Fiscal Year 2023 Proposed Budget

Performance Improvement Funding Request DSR4				
Department	Public Library		Fiscal Year	FY2023
Title	OverDrive Basic Subscription		Priority	3
DSR4				
Expenditure Classification	FTE	Frequency Recurring Amount (A) One Time Only Amount (B)		Total Amount (A + B)
1. Salary and Wage				
2. Expense		\$33,000		\$33,000
3. Operating Capital				
4. Department Total (1+2+3)		\$33,000		\$33,000
5. Other Costs				
Budgetary Considerations				Yes No
Does this request address a goal of the Select Board or other Board or Committee?				X
If yes, which Board or Committee?		Select Board & Library Trustees		
Has this request been submitted in the last three fiscal years and not funded?				X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?				X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				X
Does the request support activities which produce revenue for the Town?				X
If the request is not approved, will current Town revenues be negatively impacted?				X
Is there an increased exposure for the Town if the request is not approved?				X
Is specialized training or licensing required (beyond the initial purchase)?				X
Does this request address a documented health or safety issue?				X
<i>All "YES" responses above must be explained in the narrative below</i>				
Description and Explanation				
Addition of this service to the library's budget would enhance the Select Board's goals of: 1. Supporting an environment for creativity, innovation and entrepreneurship. 2. Cultivating a wide range of recreational, cultural, educational, civic, and social opportunities for all socioeconomic and age groups. The library trustees are committed to providing the services that its patrons demand. Use of the OverDrive downloading book and DVD service was incredibly important during the COVID time that the library's doors were closed (March 14, 2020 to May 31, 2021). While people made use of the curbside service, use of the library's electronic services increased dramatically. "Normal" usage before March 2020 hovered around 14% of total circulation. During the shutdown, usage increased to 29% of circulation for FY2021. When the library reopened its doors on June 1, 2021, electronic circulation dropped back to 17.6% of circulation and it has stayed at that point during the early months of FY2022. Usage has increased to the point where this service to the public should become a standard part of the library's budget. There are two components to OverDrive: (1) The basic charge for use of a basic library that contains a variety of books and films (new items are added every month) and (2) An additional charge plan for purchasing multiple copies of books currently in demand. This request is for				

Fiscal Year 2023 Proposed Budget

Performance Improvement Funding Request DSR4			
Department	Public Library	Fiscal Year	FY2023
Title	OverDrive Basic Subscription	Priority	3
the basic charge which is currently being paid from the library's State Aid Account. This request has been submitted for the past several years. It is a basic library service and deserves to be part of the library's town-appropriated budget.			
V2023			

Fiscal Year 2023 Proposed Budget

Performance Improvement Funding Request DSR4				
Department	Public Library		Fiscal Year	FY2023
Title	OCLC WorldCat		Priority	4
DSR4				
Expenditure Classification	FTE	Frequency Recurring Amount (A) One Time Only Amount (B)		Total Amount (A + B)
1. Salary and Wage				
2. Expense		\$3,500		\$3,500
3. Operating Capital				
4. Department Total (1+2+3)		\$3,500		\$3,500
5. Other Costs				
Budgetary Considerations				Yes No
Does this request address a goal of the Select Board or other Board or Committee?				X
If yes, which Board or Committee?		Library Trustees		
Has this request been submitted in the last three fiscal years and not funded?				X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?				X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				X
Does the request support activities which produce revenue for the Town?				X
If the request is not approved, will current Town revenues be negatively impacted?				X
Is there an increased exposure for the Town if the request is not approved?				X
Is specialized training or licensing required (beyond the initial purchase)?				X
Does this request address a documented health or safety issue?				X
<i>All "YES" responses above must be explained in the narrative below</i>				
Description and Explanation				
OCLC (Online Computer Library Center) is a "collective collection of the world's libraries, built through the contributions of librarians, expanded and enhanced through individual, regional, and national programs." It contains more than two billion records. Needham's Reference Department uses this database to find items that are not available locally that have been requested by patrons. The Needham Technical Services Department (formerly known as the Catalog Department) uses the database when cataloging items that are not found in the Minuteman Library Network. In order to add a record to the Minuteman database, local libraries are required to search through the OCLC database, find the item (99.9% success rate), and provide the item number, so that Minuteman may add the correct electronic record to its catalog. OCLC WorldCat is of particular use when cataloging World Language books. In answer to popular demand, Needham has been adding World Language books to its collection and plans to continue doing so. As OCLC WorldCat is an integral part of library operations, it should be added to the library's Town-appropriated budget, rather than continuing to depend on State Aid and/or Trust Funds for payment. World Language literature is an important part of the trustee diversity goals. OCLC records are frequently the only records to be found when cataloging these materials.				
V2023				

Fiscal Year 2023 Proposed Budget

Performance Improvement Funding Request DSR4				
Department	Public Library		Fiscal Year	FY2023
Title	OverDrive Advantage		Priority	5
DSR4				
Expenditure Classification	FTE	Frequency Recurring Amount (A) One Time Only Amount (B)		Total Amount (A + B)
1. Salary and Wage				
2. Expense		\$22,000		\$22,000
3. Operating Capital				
4. Department Total (1+2+3)		\$22,000		\$22,000
5. Other Costs				
Budgetary Considerations				Yes No
Does this request address a goal of the Select Board or other Board or Committee?				X
If yes, which Board or Committee?		Select Board & Library Trustees		
Has this request been submitted in the last three fiscal years and not funded?				X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?				X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				X
Does the request support activities which produce revenue for the Town?				X
If the request is not approved, will current Town revenues be negatively impacted?				X
Is there an increased exposure for the Town if the request is not approved?				X
Is specialized training or licensing required (beyond the initial purchase)?				X
Does this request address a documented health or safety issue?				X
<i>All "YES" responses above must be explained in the narrative below</i>				
Description and Explanation				
Addition of this service to the library's budget would enhance the Select board's goals of: 1. Supporting an environment for creativity, innovation, and entrepreneurship 2. Cultivating a wide range of recreational, cultural, educational, civic, and social opportunities for all socioeconomic and age groups. A library that signs up for the OverDrive Advantage program is able to purchase additional copies of the books offered by the OverDrive program. A library would purchase additional electronic copies, if the library had a long reserve list of people waiting for the electronic copy. The extra copies that the library purchases are only available to Town residents of the purchasing library. In FY2021, the Friends and the library combined spent \$21,368 for Advantage program copies to fill customer demand. The charges are currently being paid by the library's State Aid account. The OverDrive Advantage program is an integral part of library service to the people of Needham and should be a part of the library's Town-appropriated budget. This request has been submitted for the past several years.				
V2023				

Fiscal Year 2023 Proposed Budget

Performance Improvement Funding Request DSR4				
Department	Public Library		Fiscal Year	FY2023
Title	Public Library Page		Priority	6
DSR4				
Expenditure Classification	FTE	Frequency Recurring Amount (A) One Time Only Amount (B)		Total Amount (A + B)
1. Salary and Wage	.5	\$14,415		\$14,415
2. Expense				
3. Operating Capital				
4. Department Total (1+2+3)		\$14,415		\$14,415
5. Other Costs		\$1,125		\$1,125
Budgetary Considerations				Yes No
Does this request address a goal of the Select Board or other Board or Committee?				X
If yes, which Board or Committee?		Select Board & Library Trustees		
Has this request been submitted in the last three fiscal years and not funded?				X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?				X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				X
Does the request support activities which produce revenue for the Town?				X
If the request is not approved, will current Town revenues be negatively impacted?				X
Is there an increased exposure for the Town if the request is not approved?				X
Is specialized training or licensing required (beyond the initial purchase)?				X
Does this request address a documented health or safety issue?				X
<i>All "YES" responses above must be explained in the narrative below</i>				
Description and Explanation				
This supports the Select Board's goals of: 1. Supporting an environment for creativity, innovation, and entrepreneurship. 2. Cultivating a wide range of recreational cultural, educational, civic, and social opportunities for all socioeconomic and age groups. The incoming bins contain Needham materials that have been returned to other libraries in the State and materials that are being sent to Needham from other libraries to fill requests for Needham citizens. The outgoing bins contain Needham materials that are being sent to other libraries to fill requests and other libraries' materials that have been returned to Needham. In FY2021, 92,895 items were sent out to other libraries to fill requests, while Needham received 96,540 items to fill requests made by Needham residents. These 189,435 items represent one-half of the items in the delivery boxes; the other half is materials that were returned to Needham but belong to other libraries and Needham materials that were returned to other libraries. This position is currently being funded by the library's State Aid account.				

V2023

Fiscal Year 2023 Proposed Budget

Performance Improvement Funding Request Supplement DSR4S									
Position Title	Public Library Page						Priority	6	
Classification		FT	X	PT	X	Seasonal			
Part Time /Seasonal	Hours Per Week		19		Number of Weeks Per Year			52	
Compensation Detail									
Base Rate	FY2023, 988 hours x \$14.59 per hour = \$14,415					\$14,415			
Other									
Other									
Other									
Other									
Other									
Other									
Other									
Salary and Wage Total						\$14,415			
If Funded the Position Will Require the Following Additional Items									
Description	No	Yes	Explain		Start Up Cost \$		Annual Recurring Cost \$		
Workstation	X								
Vehicle	X								
Computer	X								
Software	X								
Mobile Communication Device	X								
Uniform	X								
Tools	X								
Equipment	X								
Other	X								
Other	X								
Other	X								
Totals									
Estimated Annual Benefit Cost							\$1,125		
Description and Explanation									
This request is for funding for a 19-hour-a-week, part-time, non-benefitted library page to pack and unpack the 18-25 bins of materials that are delivered to and picked up from the library each Monday through Friday. This request has been submitted for several previous years, as it supports the efforts outlined in the Library Vision Statement "to provide and expand resources".									
V2023									

Fiscal Year 2023 Proposed Budget

Library	FY2023 DSR2 Request	FY2023 DSR4 Request	FY2023 Total Request	Total \$ Change from FY2022	Total % Change	Budget 2022	Expenditures 2021	Expenditures 2020	Expenditures 2019
Salary & Wage Regular	1,159,278.00		1,159,278.00	36,439		1,122,839.00	1,054,019.94	1,044,530.85	1,027,962.93
Salary & Wage Temporary	536,306.00		536,306.00	(21,500)		557,806.00	376,669.49	490,287.52	335,489.46
Salary & Wage Overtime								8,603.42	7,691.31
Salary & Wage Other							2,151.49		5,002.78
Salary and Wage Total	1,695,584.00		1,695,584.00	14,939	0.9%	1,680,645.00	1,432,840.92	1,543,421.79	1,376,146.48
Energy									
Non Energy Utilities									
Repairs and Maintenance	6,296.00		6,296.00			6,296.00	4,172.78	6,461.24	5,924.83
Rental and Leases	500.00		500.00			500.00	73.00	73.00	73.00
Other Property Related									
Professional & Technical	77,732.00		77,732.00	1,232		76,500.00	72,874.93	71,584.06	68,922.31
Communications	4,892.00		4,892.00			4,892.00	2,514.63	3,388.30	4,292.76
Recreation									
Other Purchased Services	5,800.00		5,800.00			5,800.00	1,116.00	3,511.13	7,794.55
Energy Supplies									
Office Supplies	8,200.00		8,200.00			8,200.00	6,208.90	3,404.81	7,430.57
Building & Equipment Rprs/Sp									
Custodial Supplies									
Grounds Keeping Supplies									
Vehicular Supplies									
Food & Service Supplies									20.28
Medical Supplies									
Educational Supplies									
Public Works Supplies									
Other Supplies & Equipment	269,843.00		269,843.00			269,843.00	279,424.29	235,250.84	261,019.05
Governmental Charges									
Travel & Mileage	2,000.00		2,000.00			2,000.00		461.95	1,213.87
Dues & Subscriptions	600.00		600.00			600.00	547.00	547.00	542.00
Other									
Expense	375,863.00		375,863.00	1,232	0.3%	374,631.00	366,931.53	324,682.33	357,233.22
Capital Equipment									
Budget Capital									
TOTAL	2,071,447.00		2,071,447.00	16,171	0.8%	2,055,276.00	1,799,772.45	1,868,104.12	1,733,379.70

Fiscal Year 2023 Proposed Budget

Position Register Summary Description	Sch Grd	FY23 FTE	FY23 Estimate	FY23 %	FY22 FTE	FY22 Current	FY21 FTE	FY21 Final Budget
Director of Public Library	14	1.00	130,072		1.00	130,072	1.00	130,072
Assistant Director of Public Library	12	1.00	97,292	3.0%	1.00	94,458	1.00	91,849
Children's Librarian	7	1.00	68,309	4.1%	1.00	65,618	1.00	61,882
Children's Services Assistant	5	1.00	66,300	3.3%	1.00	64,175	1.00	63,031
Library Assistant	3	2.00	109,980	3.6%	2.00	106,171	2.00	105,715
Library Children's Supervisor	10	1.00	80,009	5.2%	1.00	76,050	1.00	69,997
Library Circulation Supervisor	9	1.00	76,206	5.2%	1.00	72,443	1.00	68,878
Library Reference Supervisor	10	1.00	76,050	5.5%	1.00	72,092	1.00	69,997
Library Technical Services Supervisor	10	1.00	83,285	4.1%	1.00	80,009	1.00	78,016
Library Technology Specialist Archivist	11	1.00	84,006	5.2%	1.00	79,853	1.00	78,016
Reference Librarian Digital Media Specialist	7	1.00	65,618	-0.1%	1.00	65,676	1.00	65,678
Reference Librarian Program Specialist	7	1.00	75,290	2.7%	1.00	73,291	1.00	71,206
Reference Librarian Young Adult	7	1.00	70,766	3.6%	1.00	68,309	1.00	63,730
Technical Services Assistant	3	1.00	60,080	2.7%	1.00	58,500	1.00	57,389
Longevity			11,573	-2.2%		11,836		8,680
Differential								
Education								
Extra Holiday								
Other Pay								
Stipends								
Budget Adjustment			4,442	3.6%		4,286		4,170
Total		15.00	1,159,278	3.2%	15.00	1,122,839	15.00	1,088,306

Department Information DSR1	
Department	Park and Recreation
Department Mission	
The Park and Recreation Department's major responsibilities include providing diverse, inclusive and equitable, year-round programming and leisure services for residents of all ages; administering all Town athletic fields, including scheduling and permitting functions; managing Town playgrounds; providing seasonal employment and volunteer opportunities; administration of all Town trails; and providing support to community organizations. The Park and Recreation Commission is a five-person elected board. The Commission has jurisdiction over approximately 300 acres of land, including the Town Forest. They set policies related to recreation facilities and programs, including the use of all athletic fields, except Memorial Park. Working with the Director, the Commission provides long-range planning for recreation facilities and services.	
On the Horizon	
The Park & Recreation Department continues to pivot our programming and departmental needs while operating within the staffing confines due to COVID. For the summer of 2021, we were able to safely achieve our goals of opening the pools and summer programs for a more-typical number of weeks than in FY2021. For FY2023, we are preparing to open the Pools at Rosemary without COVID restrictions, though preparing for staffing and capacity limitations. We are also working towards shifting our summer programs into a more appropriate Summer Camp structure. Our school-year programming will continue to run as typical as possible while still adhering to any COVID regulations or protocols. Since March 2021 the most challenging aspect of the pool complex has been hiring and training the part-time and seasonal staff necessary to fulfill our needs as a department. This includes but is not limited to, Lifeguards, Swim Instructors, Program Counselors and Event Coordinators. Last year, The Park and Recreation Department hired an outside consultant to do a comprehensive playground assessment of our playgrounds. This assessment was neither an audit nor an inspection. The report provided a summary and recommendations for each site; categorizing each site using a 4- category ranking system which relates to its current maintenance and safety status. The assessment included a review of each individual playground with accompanying photographs and provide a general overall assessment of each site. The final report also provided a 'Status Grid' that lists the needs that are essential to bring the play areas into compliance. This assessment provides a clear picture of the necessary upgrades, renovations & maintenance projects needed to bring our 17 playgrounds into compliance. The Department & Commission will be working together to identify a priority list of projects, placing a high emphasis on ADA compliance, play features and surfacing. Due to the success of our playground assessment, the Department and commission are looking into an Athletic Field Assessment to determine the exact needs of each of our thirty-five (35) fields. In addition to a field assessment and playground projects, the Department will be working on projects around town such as the Claxton Field Updates, Rosemary Boat Dock, Rosemary Beach upgrades & Tennis Court renovations. Seasonal, Temporary & Part-time Staff Salaries – Minimum Wage: The minimum wage in Massachusetts is continuing to increase annually. The current rate is \$13.50/hour. On January 1, 2022 it will increase to \$14.25/hour. On January 1, 2023, \$15.00/hour. Because our summer pool and program seasonal salaries fall in two separate fiscal years each summer, these increases affect	

Fiscal Year 2023 Proposed Budget

Department Information
DSR1

Department Park and Recreation

our budget twice. Additionally, most companies and organizations in the area are currently hiring between \$15-\$18/hour. Pools in the area are currently hiring from \$18-\$20/hour to start, with many of them offering signing bonuses. In order to hire and maintain quality and capable staff, we will need to increase our starting salary wages across all part-time and temporary staff.

TITLE	POSITIONS	CURRENT	SUMMER 2022	SUMMER 2023
Recreation Specialist I	Program Counselor	\$13.50/hour \$14.00/year 2	\$15.00/year 1 \$15.63/avg 1-5	\$15.50/year 1 \$16.17/avg 1-5
Recreation Specialist II	Pool Booth Staff, Pool Maintenance, Program Group Leader	\$14.50/hour \$15.00/year 2	\$16.00/year 1 \$16.17/avg 1-5	\$16.50/year 1 \$16.71/avg 1-5
Recreation Specialist IIB	Lifeguard	\$15.50/hour \$16.00/year 2	\$16.00/year 1 \$17.25/avg 1-5	\$16.50/year 1 \$17.79/avg 1-5
Recreation Specialist III	Pool Head Guard, Pool Head Maintenance	\$16.50/hour \$17.00/year 2	\$17.50/year 1 \$18.87/avg 1-5	\$18.00/year 1 \$19.41/avg 1-5
Recreation Specialist IIIB	Swim Instructor & Program Director	\$16.50/hour \$17.00/year 2	\$18.00/year 1 \$19.41/avg 1-5	\$18.00/year 1 \$19.94/avg 1-5
Recreation Specialist IV	Assistant Supervisor (Pool & Program)	\$18.50/hour \$19.00/year 2	\$19.00/year 1 \$20.48/avg 1-5	\$20.00/year 1 \$21.02/avg 1-5
Recreation Specialist V	Supervisor (Pool & Program)	\$22.50/hour \$23.00/year 2	\$21.00/year 1 \$22.64/avg 1-5	\$22.00/year 1 \$23.18/avg 1-5

Budget Statement

The Park and Recreation Commission and department review program fees at least three times a year, adjusting fees as appropriate, with the intent of having the majority of programs be self-sustaining. The fees for the 2022 pool season were approved in October 2021. Most of the department's programs are in the Revolving Fund, but the major summer programs are all funded through the Operating Budget and the revenue is deposited into the General Fund.

Revolving Fund: The programs held in the Fall, Winter, and Spring, as well as some small summer programs, are operated through the fee-generated Revolving Fund (53D). 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.

Gift Fund: The Park and Recreation Commission has a Gift Fund for a variety of projects. The majority of the fund holds donations for the Arts in the Parks concert series and the Children's Theatre programs. The donation of \$20,000 from the estate of Harold J. A. Street is also in the fund, with a balance of approximately \$9,000.

The following information outlines the dollar changes to specific budget lines.

Line	Description	Change from FY21	Comments	Net Change
Admin Salaries Regular	Full-time staff salaries	\$27,829	Change in Office Personnel	\$27,829

Fiscal Year 2023 Proposed Budget

Department Information DSR1					
Department		Park and Recreation			
Admin Salaries Temporary P&R	Part-time non-benefit staff salaries	\$28,000	Move Aquatics Specialist to Temporary Admin	\$28,000	
Admin Tuition Reimbursement	Reimbursement for Office Staff Tuition	(\$2,000)	Less anticipated reimbursements	(\$2,000)	
Pools Salaries Temporary	Summer Staff	(\$11,513)	Move Aquatics Specialist to Admin Temporary; Higher minimum wage for Pool staffing increase over LY by approximately \$17,000)	(\$11,513)	
Program Salaries Temporary	Summer Staff	\$5,626	High minimum wage for Program staffing	\$5,626	
Repairs and Maintenance	Playground/Field /Park/Building Repairs	\$1,500	Based on actual spending	\$8,500	
	Pool Repairs	\$7,000	Anticipated 5-year repairs		
Property Related Services	Park Restroom Cleaning	(\$8,739)	Contracted price came in lower than previous contract	(\$20,964)	
	Pool Opening/Closing	(\$12,225)	Contract price came in lower than previous contract		
Professional Technical	Pool Water Testing	\$700	Increased to cover mid-season testing as necessary	(\$4,300)	
	Pool On-Call Services	(\$5,000)	Reduce On-Call Services for Repairs		
Staff Training	Office Staff	\$1,500	Training and Development for new staff members	\$1,800	
	Pool Staff	\$300	Recertification of Lifeguards		
Other Services	Program Transportation	\$3,000	Additional trips for Summer Programs	\$3,000	

Fiscal Year 2023 Proposed Budget

Department Information DSR1				
Department		Park and Recreation		
Building & Equipment Supplies	Playground Supplies	\$5,000	Supplies to repair existing playgrounds	\$9,400
	Pool Balancing Chemicals	\$2,000	Estimated price increases for chemicals	
	Pool Testing Chemicals	\$400	Estimated price increase for chemicals	
	Pool CO2	\$1,500	Estimated increase to operate pool longer	
	Pool Repair Supplies	\$500	Anticipated costs for repairs	
Custodial and Groundskeeping Supplies	Park Restroom Supplies	(\$500)	Based on actual spending	\$2,000
	Playground Surfacing	\$2,500	Increase in cost of material	
Food Supplies	Program Snack	\$200	Based on actual spending	\$200
Medical Supplies	Pool Supplies	\$100	Based on actual spending for state required supplies at the Pools	\$100
Public Works Supplies	Portable Restrooms	\$9,400	Based on actual spending to support fields after Park Bathrooms are closed for the season	\$9,400
Other Supplies	Staff Clothing	\$2,000	Based on actual spending	\$5,000
	Lifeguard Uniforms	\$3,000	Department will purchase lifeguard suits in bulk to reduce overall expenditures and allow for a comprehensive uniform	
Travel and Mileage	Out-of-State Conferences	\$1,500	Anticipated travel for Director and Asst. Director	\$1,500
Dues & Memberships	Annual Memberships	\$350	Increase in department memberships	\$500
	Red Cross Membership	\$150	Required to have Swim Lessons	

Department Information DSR1			
Department		Park and Recreation	
Accomplishments and Activities			
In late April, the Department hired an Assistant Director. Fabien Desrouleaux joins us from Florida and was on the pool deck readying it for it’s opening on his very first day!			
As COVID regulations relaxed, but staffing concerns increased, the Department was able to open and operate the pools and programs under near-normal operating procedures during the summer of 2021. More than 50% of our 2021 pool and program staff were new to our department, but passionate and excited for a fun and successful season!			
Programmatically, the Department collaborated with two school departments, the Post-Grad program and the Summer Bridges program. Our Post-Grads interned with us 2 days a week at the pool and in the office doing cleaning, shredding and general office organization. At Summer Bridges, children attending reading and math classes in the morning and then were able to come outside and join our summer programs in the afternoons. Both programs were a huge success and we are continuing with our Post-Grad interns through the school-year.			
The Park and Recreation team were tremendously successful in running numerous passive and active recreational activities for community members ranging from young preschool to seniors.			
The water levels and potential of lake flooding into the pools continues to be discussed. Currently, multiple Town Departments are collaborating to come to an appropriate resolution.			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	997,432	168,679	1,166,111
b) Expenses	238,336	2,150	240,486
c) Capital			
d)			
e) Total DSR2 & DSR4 Request (a through d)	1,235,768	170,829	1,406,597
V2023			

Fiscal Year 2023 Proposed Budget

Department Expenditure Detail DSR2																
Department				Park and Recreation												
Object				Description								Amount				
DSR2A																
Permanent Personnel	Last Year (FY2021)			Current Year (FY2022)						Next Year (FY2023)						
	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	0		4.6	0			4.6	0							
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?								Yes		No		FT Head Count		PT Head Count		
										X						
Union Positions:		BCTIA		Fire A		Fire C	2.6	ITWA		NIPEA		Police		Police Superior		NA
1. Salary and Wage Permanent Positions.																
a.	PRD1 Salary and Wages Base											388,700				
b.	PRD1 Differentials (Conditions, Requirements, Shifts)															
c.	PRD1 Education															
d.	PRD1 Extra Holiday															
e.	PRD1 Longevity															
f.	PRD1 Snow Program															
g.	PRD1 Uniform															
h.	PRD1 Other Compensation											2,400				
i.	PRD1 Budget Adjustments											-21,532				
											PRD1 Sub Total		369,568			
j.	DSR3 Other Compensation											3,500				
											Sub Total 1		369,568			
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)																
a.	Playground Maintenance Specialist: 12-15 hours/week/45 weeks											12,000				
b.	Aquatics Specialist: 15 hours/10 weeks, 35 hours/16 weeks											28,000				
c.	Pools Staff and Retention Bonus (see DSR3)											422,733				
d.	Summer Program Staff (see DSR3)											154,142				
e.	DSR3 Total															
											Sub Total 2		986,443			
3. Salary and Wage Overtime (Itemized Below)																
a.	Scheduled Overtime (contractually obligated)															
b.	Training and Development															
c.	Overtime: Admin. Specialist, Rec. Supervisor, Admin. Asst., DPW											7,488				
d.																
e.	DSR3 Total											7,488				
											Sub Total 3		993,931			
4. Other Salary and Wage Expenses – (Itemized Below)																
a.	Incentive Programs															
b.	Pay In Lieu of Accrued Leave															
c.	Program Stipend – Youth Coordinator											1,500				
d.	Tuition Reimbursement											2,000				
e.	Working Out of Grade															
f.	DSR3 Other Compensation															
											Sub Total 4		997,431			

Fiscal Year 2023 Proposed Budget

Department Expenditure Detail DSR2		
Department	Park and Recreation	
5. Total Salary and Wages (1+2+3+4)		997,431
DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x – 525x)	Playground Repairs (\$10,000) Parks Repairs (\$3,500) Field Repairs (\$5,000) Pool Repairs (\$10,000) RRC Building Repairs (\$1,000)	29,500
Rental & Leases (527X)		
Other Property Related Services (529x)	Park Restroom Cleaning (\$21,861) Pool Closing 2022 (\$18,990) Pool Opening 2023 (\$38,785)	79,636
Professional & Technical Services (530x – 531x)	Pool Water Testing (\$1,400) Pool On-Call Services (\$15,000) Office Staff Training (\$4,000) Pool Seasonal Staff Training (\$1,500) Program Seasonal Staff Training (\$800) Parks/Trail Signage (\$1,500) Pool Signage (\$2,500)	26,700
Communications (534x)	Postage (\$350) Landline (\$400) Cable (\$200) Wireless Phones (\$1,700) Legal Ads (\$150)	2,800
Recreational & Cultural Services (535x)	Program Special Events (\$3,500)	3,500
Other Purchased Services (538x)	Conservation Permits (\$300) Program Transportation (\$6,000)	6,300
Office Supplies (542x)	Office Supplies (\$2,000)	2,000
Building & Equipment Supplies (543x)	Pool Chlorine (\$18,000) Pool Balancing Chemicals (\$5,000) Pool Testing Chemicals (\$1,000) Pool CO2 (\$6,500) Pool Repair Supplies (\$1,000)	31,500
Custodial Supplies (545x)	Park Restroom Supplies (\$500)	500
Grounds Keeping Supplies (546x)	Playground Surfacing (\$15,000) Playground Sand (\$800)	15,800
Vehicular Supplies (548x)		
Gasoline and Diesel Fuel (5481)		
Food and Service Supplies (549x)	Program Snacks (\$2,000)	2,000
Medical Supplies (550x)	Pool Medical Supplies (\$900) Program Medical Supplies (\$600)	1,500
Public Works Supplies (553x)	Portable Restrooms (\$11,400)	11,400
Other Supplies & Equipment (558x)	Office Staff Clothing (\$5,000) Lifeguard Uniforms (\$4,000) Pool Program Supplies (\$3,000) Arts & Craft Supplies (\$1,000) Program Equipment (\$1,000)	14,000

Fiscal Year 2023 Proposed Budget

Department Expenditure Detail DSR2				
Department	Park and Recreation			
Governmental Charges (569x)				
Travel & Mileage (571x - 572x)	Office Staff Conference (\$1,500) Mileage (\$750) Out of State Conference (\$2,500)			4,750
Dues & Subscriptions (573X)	Annual Memberships (\$1,000) Swim Lessons (\$450)			1,450
Other Expenses (574 X - 579x)				
6. Total Expenses				252,390
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)				
Does the Department depend on any Federal or State grants to provide services?	YES		NO	X
Did the Department submit any requests for FY2023 for the replacement or upgrade of technology or software to the Information Technology Center?	YES	X	NO	
Did the Department submit any requests for FY2023 to the Department of Public Works/Building Maintenance division to improve or upgrade a public building or facility?	YES		NO	X
V2023				

Fiscal Year 2023 Proposed Budget

Department Personnel Supplement DSR3							
Department			Park and Recreation				
	Description	Amount	Amount Reflected DSR2A Section				
			1	2	3	4	
1	Playground Maintenance Specialist	\$12,000		X			
2	Aquatics Specialist	\$28,000		X			
3							
4	Pool RS-V: Pool Supervisors (2)	\$24,597					
5	Pool RS-IV: Assistant Pool Supervisors (4)	\$51,938					
6	Pool RS-IIIB: Swim Instructors (5)	\$41,365					
7	Pool RS-III: Head Guard/Head Maintenance (4)	\$38,938					
8	Pool RS-IIB: Lifeguards (26)	\$183,249					
9	Pool RS-II: Non-Aquatic Pool Staff (Booth, Maintenance) (8)	\$72,646					
10	POOLS SUBTOTAL (49):	\$412,733		X			
11							
12	Programs RS-V: Summer Recreation Supervisor (1)	\$101,236					
13	Program RS-IV: Assistant Summer Recreation Supervisor (1)	\$37,695					
14	Program RS-III: Program Directors (6)	\$7,228					
15	Program RS-1: Program Counselors (20)	\$7,983					
16	PROGRAMS SUBTOTAL (28)	\$154,142		X			
17							
18	Retention/Incentive Pool Bonus	\$10,000		X			
19							
20							
21							
22							
23							
24							
25							
I	Total	\$616,875	X				
Sections							
	Amount Reported Under DSR2A Section 1						
	Amount Reported Under DSR2A Section 2						
	Amount Reported Under DSR2A Section 3						
	Amount Reported Under DSR2A Section 4						
II	Total						
V2023							

Fiscal Year 2023 Proposed Budget

Performance Improvement Funding Request DSR4				
Department	Park and Recreation		Fiscal Year	2023
Title	Outdoor Facilities Specialist (N3)		Priority	1
DSR4				
Expenditure Classification	FTE	Frequency		Total Amount (A + B)
		Recurring Amount (A)	One Time Only Amount (B)	
1. Salary and Wage	2	134,508		134,508
2. Expense		2,150	2,200	4,350
3. Operating Capital				
4. Department Total (1+2+3)	2	136,658	2,200	138,858
5. Other Costs		66,386		66,386
Budgetary Considerations				Yes No
Does this request address a goal of the Select Board or other Board or Committee?				X
If yes, which Board or Committee?		Select Board and Park and Recreation Commission		
Has this request been submitted in the last three fiscal years and not funded?				X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?				X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				X
Does the request support activities which produce revenue for the Town?				X
If the request is not approved, will current Town revenues be negatively impacted?				X
Is there an increased exposure for the Town if the request is not approved?				X
Is specialized training or licensing required (beyond the initial purchase)?				X
Does this request address a documented health or safety issue?				X
<i>All "YES" responses above must be explained in the narrative below</i>				
Description and Explanation				
The Outdoor Facilities Specialists (2) will be tasked with monitoring Needham's parks and open spaces, provide visitor support for park users, educate the public of pertinent rules and regulations, assist with daily maintenance and stewardship, and serve as a positive presence in the Town's parks, open spaces, and trails. The Park Ranger is responsible to: • Patrol park and recreation areas by vehicle, foot or other means to promote public safety, ensure park cleanliness, protect the Town's capital park assets and inform and educate patrons about the rules and regulations governing the use of Town parks and facilities. In addition to regular park visitors, this includes monitoring the programs and various permitted activities such as athletic groups and permitted parties. • Interact/engage with park visitors town-wide – provide visitor support and knowledge regarding Park/Town facilities and policies. May provide staff support at Parks events and programs. • Perform routine maintenance and care of facilities, grounds, pathways, picnic areas, and pavilions throughout the parks, open spaces, school grounds, public restrooms, porta-potties, and horticultural areas throughout the Town. • Perform trail maintenance and improvement projects in parks. • Reporting safety concerns, incidents, and maintenance needs to the department • Communicate and reporting issues to DPW including trash pick-ups and field				

Performance Improvement Funding Request DSR4			
Department	Park and Recreation	Fiscal Year	2023
Title	Outdoor Facilities Specialist (N3)	Priority	1
maintenance. • Interacting with the Town's work order system for asset management. • Other duties as assigned The funding of this position directly impacts and achieve a goal of both the Select Board and the Park & Recreation Commission. Assistance from Human Resources will be needed for benefits. This position will check in on proper permitting, or lack of, for our fields and outdoor spaces. If this position is not funded, the town will continue to struggle with the increased trash accumulation at our outdoor facilities as well as over-time for staff and costs associated with vendor-tasked maintenance. There has been a significant uptick in trash throughout town and as our facilities age, more and more maintenance is required. There could be potential exposure for the Town due to these concerns. Trash and unsafe facilities are documented health and safety concerns.			
			V2023

Fiscal Year 2023 Proposed Budget

Performance Improvement Funding Request Supplement DSR4S									
Position Title	Laborer 3 (Outdoor Facilities Specialist)					Priority	1		
Classification	N 3	FT	1	PT		Seasonal			
Part Time /Seasonal	Hours Per Week					Number of Weeks Per Year			
Compensation Detail									
Base Rate	N3 Step 10					\$67,254			
Other									
Other									
Other									
Other									
Other									
Other									
Other									
Salary and Wage Total									
If Funded the Position Will Require the Following Additional Items									
Description	No	Yes	Explain		Start Up Cost \$		Annual Recurring Cost \$		
Workstation	X								
Vehicle	X								
Computer	X								
Software	X								
Mobile Communication Device		X	Position would be in the field		\$575		\$575		
Uniform	X								
Tools		X	Will require some additional tools		\$1,000		\$500		
Equipment	X								
Other		X	CPSI Training		\$600		\$0		
Other									
Other									
Totals					\$2,175		\$1,075		
Estimated Annual Benefit Cost					\$33,193		\$33,193		
Description and Explanation									
The increase in trash, litter and vandalism has affected many departments within the town. Without having dedicated staff to take on these issues, our current staff in multiple departments have been tasked and taxed with trying to alleviate the problems. This position will not be able to solve all of the problems but will make a significant impact to the town and allow our current staff to return to their typical job duties and tasks. In addition, this position will help support the needs identified in our playground assessment and our upcoming field assessment. It will also identify any non-permitted use of our fields and facilities, potentially bringing in additional revenue for the town.									

V2023

Fiscal Year 2023 Proposed Budget

Performance Improvement Funding Request Supplement DSR4S									
Position Title	Laborer 3 (Outdoor Facilities Specialist)					Priority	1		
Classification	N 3	FT	1	PT		Seasonal			
Part Time /Seasonal	Hours Per Week					Number of Weeks Per Year			
Compensation Detail									
Base Rate	N3 Step 10					\$67,254			
Other									
Other									
Other									
Other									
Other									
Other									
Other									
Other									
Salary and Wage Total									
If Funded the Position Will Require the Following Additional Items									
Description	No	Yes	Explain		Start Up Cost \$		Annual Recurring Cost \$		
Workstation	X								
Vehicle	X								
Computer	X								
Software	X								
Mobile Communication Device		X	Position would be in the field		\$575		\$575		
Uniform	X								
Tools		X	Will require some additional tools		\$1,000		\$500		
Equipment	X								
Other		X	CPSI Training		\$600		\$0		
Other									
Other									
Totals					\$2,175		\$1,075		
Estimated Annual Benefit Cost					\$33,193		\$33,193		
Description and Explanation									
The increase in trash, litter and vandalism has affected many departments within the town. Without having dedicated staff to take on these issues, our current staff in multiple departments have been tasked and taxed with trying to alleviate the problems. This position will not be able to solve all of the problems but will make a significant impact to the town and allow our current staff to return to their typical job duties and tasks. In addition, this position will help support the needs identified in our playground assessment and our upcoming field assessment. It will also identify any non-permitted use of our fields and facilities, potentially bringing in additional revenue for the town.									

V2023

Fiscal Year 2023 Proposed Budget

Performance Improvement Funding Request DSR4				
Department	Park and Recreation		Fiscal Year	FY2023
Title	Program Counselors (RS-1) (5) and Program Director (RS-3) (1)		Priority	2
DSR4				
Expenditure Classification	FTE	Frequency		Total Amount (A + B)
		Recurring Amount (A)	One Time Only Amount (B)	
1. Salary and Wage		34,171		34,171
2. Expense				
3. Operating Capital				
4. Department Total (1+2+3)		34,171		34,171
5. Other Costs				
Budgetary Considerations				Yes No
Does this request address a goal of the Select Board or other Board or Committee?				X
If yes, which Board or Committee?		Park and Recreation Commission		
Has this request been submitted in the last three fiscal years and not funded?				X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?				X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				X
Does the request support activities which produce revenue for the Town?				X
If the request is not approved, will current Town revenues be negatively impacted?				X
Is there an increased exposure for the Town if the request is not approved?				X
Is specialized training or licensing required (beyond the initial purchase)?				X
Does this request address a documented health or safety issue?				X
<i>All "YES" responses above must be explained in the narrative below</i>				
Description and Explanation				
The Summer Programs offered by the Park and Recreation Department offer affordable recreation options for families in and surrounding Needham. To better serve the community, and continue to meet community needs, additional counselors are required to maintain a safe ratio that is suggested by the state. These increases will be supported by the ability to accept more registrations to the Summer Programs and ultimately increase revenue earned for the Town. Furthermore, the Commission is striving to move to a Summer Camp platform which would have mandatory state ratio requirements and other operation personnel changes. The funding of this position directly impacts and achieves a goal of the Park & Recreation Commission. Additional staffing for programs was requested in FY2021. Yes, additional staffing will allow for increased capacity in our programs that will result in additional revenue for the Town. Yes, without additional staffing, the earned revenue will not increase.				
V2023				

Fiscal Year 2023 Proposed Budget

Performance Improvement Funding Request Supplement DSR4S									
Position Title	Program Counselor						Priority	2	
Classification	R S - 1	FT		PT		Seasonal			
Part Time /Seasonal	Hours Per Week			35.5		Number of Weeks Per Year			1 0
Compensation Detail									
Base Rate	\$15.63/\$16.17					5,471			
Other									
Other									
Other									
Other									
Other									
Other									
Other									
Salary and Wage Total									
If Funded the Position Will Require the Following Additional Items									
Description	No	Yes	Explain		Start Up Cost \$		Annual Recurring Cost \$		
Workstation	X								
Vehicle	X								
Computer	X								
Software	X								
Mobile Communication Device	X								
Uniform	X								
Tools	X								
Equipment	X								
Other	X								
Other									
Other									
Totals									
Estimated Annual Benefit Cost									
Description and Explanation									
Each additional counselor allows for between five and ten additional registrations, depending on age. Counselors for our youngest group allows for 5 additional children, our middle group allows for eight additional children and for our oldest group, ten additional children. Each additional counselor could bring in \$2,000 per week.									
V2023									

Fiscal Year 2023 Proposed Budget

Performance Improvement Funding Request Supplement DSR4S									
Position Title	Program Counselor						Priority	2	
Classification	R S - 1	FT		PT		Seasonal			
Part Time /Seasonal	Hours Per Week			35.5		Number of Weeks Per Year			1 0
Compensation Detail									
Base Rate	\$15.63/\$16.17					5,471			
Other									
Other									
Other									
Other									
Other									
Other									
Other									
Salary and Wage Total									
If Funded the Position Will Require the Following Additional Items									
Description	No	Yes	Explain		Start Up Cost \$		Annual Recurring Cost \$		
Workstation	X								
Vehicle	X								
Computer	X								
Software	X								
Mobile Communication Device	X								
Uniform	X								
Tools	X								
Equipment	X								
Other	X								
Other									
Other									
Totals									
Estimated Annual Benefit Cost									
Description and Explanation									
Each additional counselor allows for between five and ten additional registrations, depending on age. Counselors for our youngest group allows for 5 additional children, our middle group allows for eight additional children and for our oldest group, ten additional children. Each additional counselor could bring in \$2,000 per week.									
V2023									

Fiscal Year 2023 Proposed Budget

Performance Improvement Funding Request Supplement DSR4S									
Position Title	Program Counselor						Priority	2	
Classification	R S - 1	FT		PT		Seasonal			
Part Time /Seasonal	Hours Per Week			35.5		Number of Weeks Per Year			1 0
Compensation Detail									
Base Rate	\$15.63/\$16.17					5,471			
Other									
Other									
Other									
Other									
Other									
Other									
Other									
Salary and Wage Total									
If Funded the Position Will Require the Following Additional Items									
Description	No	Yes	Explain		Start Up Cost \$		Annual Recurring Cost \$		
Workstation	X								
Vehicle	X								
Computer	X								
Software	X								
Mobile Communication Device	X								
Uniform	X								
Tools	X								
Equipment	X								
Other	X								
Other									
Other									
Totals									
Estimated Annual Benefit Cost									
Description and Explanation									
Each additional counselor allows for between five and ten additional registrations, depending on age. Counselors for our youngest group allows for 5 additional children, our middle group allows for eight additional children and for our oldest group, ten additional children. Each additional counselor could bring in \$2,000 per week.									
V2023									

Fiscal Year 2023 Proposed Budget

Performance Improvement Funding Request Supplement DSR4S									
Position Title	Program Counselor						Priority	2	
Classification	R S - 1	FT		PT		Seasonal			
Part Time /Seasonal	Hours Per Week			35.5		Number of Weeks Per Year			1 0
Compensation Detail									
Base Rate	\$15.63/\$16.17					5,471			
Other									
Other									
Other									
Other									
Other									
Other									
Other									
Salary and Wage Total									
If Funded the Position Will Require the Following Additional Items									
Description	No	Yes	Explain		Start Up Cost \$		Annual Recurring Cost \$		
Workstation	X								
Vehicle	X								
Computer	X								
Software	X								
Mobile Communication Device	X								
Uniform	X								
Tools	X								
Equipment	X								
Other	X								
Other									
Other									
Totals									
Estimated Annual Benefit Cost									
Description and Explanation									
Each additional counselor allows for between five and ten additional registrations, depending on age. Counselors for our youngest group allows for 5 additional children, our middle group allows for eight additional children and for our oldest group, ten additional children. Each additional counselor could bring in \$2,000 per week.									
V2023									

Fiscal Year 2023 Proposed Budget

Performance Improvement Funding Request Supplement DSR4S									
Position Title	Program Counselor						Priority	2	
Classification	R S - 1	FT		PT		Seasonal			
Part Time /Seasonal	Hours Per Week			35.5		Number of Weeks Per Year			1 0
Compensation Detail									
Base Rate	\$15.63/\$16.17					5,471			
Other									
Other									
Other									
Other									
Other									
Other									
Other									
Salary and Wage Total									
If Funded the Position Will Require the Following Additional Items									
Description	No	Yes	Explain		Start Up Cost \$		Annual Recurring Cost \$		
Workstation	X								
Vehicle	X								
Computer	X								
Software	X								
Mobile Communication Device	X								
Uniform	X								
Tools	X								
Equipment	X								
Other	X								
Other									
Other									
Totals									
Estimated Annual Benefit Cost									
Description and Explanation									
Each additional counselor allows for between five and ten additional registrations, depending on age. Counselors for our youngest group allows for 5 additional children, our middle group allows for eight additional children and for our oldest group, ten additional children. Each additional counselor could bring in \$2,000 per week.									

V2023

Fiscal Year 2023 Proposed Budget

Performance Improvement Funding Request Supplement DSR4S									
Position Title	Program Director						Priority	2	
Classification	R S - 3	FT		PT		Seasonal			
Part Time /Seasonal	Hours Per Week			37.5		Number of Weeks Per Year			1 0
Compensation Detail									
Base Rate	\$18.87/\$19.41					6,816			
Other									
Other									
Other									
Other									
Other									
Other									
Other									
Salary and Wage Total									
If Funded the Position Will Require the Following Additional Items									
Description	No	Yes	Explain		Start Up Cost \$		Annual Recurring Cost \$		
Workstation	X								
Vehicle	X								
Computer	X								
Software	X								
Mobile Communication Device	X								
Uniform	X								
Tools	X								
Equipment	X								
Other	X								
Other									
Other									
Totals									
Estimated Annual Benefit Cost									
Description and Explanation									
The additional counselors that we requested will work directly with the groups of children at one of our sites. All of them together would create an additional program that we could offer to the residents. An additional program director would be needed to oversee the additional program.									
V2023									

Fiscal Year 2023 Proposed Budget

Park and Recreation Department	FY2023 DSR2 Request	FY2023 DSR4 Request	FY2023 Total Request	Total \$ Change from FY2022	Total % Change	Budget 2022	Expenditures 2021	Expenditures 2020	Expenditures 2019
Salary & Wage Regular	367,168.00	134,508.00	501,676.00	144,606		357,070.00	282,016.36	322,094.81	237,043.40
Salary & Wage Temporary	616,876.00		616,876.00	22,113		594,763.00	265,821.97	274,176.45	326,913.86
Salary & Wage Overtime	7,488.00	34,171.00	41,659.00	34,389		7,270.00	21,193.59	17,654.48	44,102.14
Salary & Wage Other	5,900.00		5,900.00	(2,000)		7,900.00	14,437.66	59,236.05	6,000.00
Salary and Wage Total	997,432.00	168,679.00	1,166,111.00	199,108	20.6%	967,003.00	583,469.58	673,161.79	614,059.40
Energy									
Non Energy Utilities									
Repairs and Maintenance	29,500.00		29,500.00	8,500		21,000.00	975.39		48.00
Rental and Leases							1,636.66	477.71	11,885.00
Other Property Related	79,636.00		79,636.00	(20,964)		100,600.00	78,194.00	59,865.00	22,023.36
Professional & Technical	26,700.00		26,700.00	(2,500)		29,200.00	14,199.00	10,500.00	4,280.00
Communications	2,800.00	1,150.00	3,950.00	1,150		2,800.00	6,204.39	2,621.33	2,507.74
Recreation	3,500.00		3,500.00			3,500.00		2,245.81	3,850.00
Other Purchased Services	6,300.00		6,300.00	3,000		3,300.00	25,045.16		1,375.73
Energy Supplies									
Office Supplies	2,000.00		2,000.00			2,000.00	1,557.45	2,700.00	3,276.52
Building & Equipment Rprs/Sp	36,500.00		36,500.00	9,400		27,100.00	26,119.45	1,690.79	12,582.97
Custodial Supplies	500.00		500.00	(500)		1,000.00		1,615.75	1,299.41
Grounds Keeping Supplies	15,800.00	1,000.00	16,800.00	3,500		13,300.00		810.50	13,740.00
Vehicular Supplies									
Food & Service Supplies	2,000.00		2,000.00	200		1,800.00		2,800.00	2,688.97
Medical Supplies	1,500.00		1,500.00	100		1,400.00	3,423.19		833.33
Educational Supplies									
Public Works Supplies	11,400.00		11,400.00	9,400		2,000.00			
Other Supplies & Equipment	14,000.00		14,000.00	5,000		9,000.00	26,158.65	42,210.67	18,425.90
Governmental Charges									
Travel & Mileage	4,750.00		4,750.00	1,500		3,250.00	1,298.44	534.92	1,135.03
Dues & Subscriptions	1,450.00		1,450.00	500		950.00	1,205.00	1,020.00	445.00
Other									
Expense	238,336.00	2,150.00	240,486.00	18,286	8.2%	222,200.00	186,016.78	129,092.48	100,396.96
Capital Equipment									
Budget Capital									
TOTAL	1,235,768.00	170,829.00	1,406,597.00	217,394	18.3%	1,189,203.00	769,486.36	802,254.27	714,456.36

Fiscal Year 2023 Proposed Budget

Position Register Summary Description	Sch Grd	FY23 FTE	FY23 Estimate	FY23 %	FY22 FTE	FY22 Current	FY21 FTE	FY21 Final Budget
Director of Park & Recreation	12	1.00	107,100		1.00	107,100	1.00	119,892
Assistant Director of Park & Recreation	11	1.00	90,519	3.5%	1.00	87,458	1.00	76,850
Administrative Assistant	I3	1.00	57,369	4.3%	1.00	54,990	1.00	53,040
Administrative Specialist	I5	1.00	64,818	4.6%	1.00	61,952	1.00	59,982
Recreation Supervisor	I8	1.00	68,894	5.3%	1.00	65,403	1.00	58,266
Longevity								
Differential								
Education								
Extra Holiday								
Other Pay			2,400	-39.5%		3,964		3,000
Stipends								1,500
Budget Adjustment		(0.40)	(21,532)	8.2%	(0.40)	(19,897)	(0.40)	(19,865)
Total		4.60	369,568	2.4%	4.60	360,970	4.60	352,665

Department Spending Request Short Form		
Budget	Memorial Park Trustees	
Purpose		
In accordance with Part 5 section 33 of the Town of Needham Charter, the land known as the Memorial Park in the town of Needham shall continue to be under the jurisdiction of the Trustees of Memorial Park. The trustees shall continue to: (i) receive, hold and manage, with the approval of the town meeting, any devise, bequest or gift for the establishment or equipment of memorials for properly commemorating the service of members of the armed forces of the commonwealth and the armed forces of the United States; and (ii) maintain and operate, upon such portion of Memorial Park as they determine, an athletic field with suitable equipment and, in their discretion, to regulate its use for athletic games and other entertainment of a public nature, to which an admission fee may be charged upon such terms and conditions as the trustees may impose. There are five elected Trustees of Memorial Park each for a term of three years, plus the Chair of the Select Board, or designee. The Park includes the memorial garden, site of annual ceremonies on Memorial Day and Veterans' Day, with an adjacent gazebo providing shade to those visiting the memorials, but also a location for musical performances. The Park also includes a natural grass 90' baseball diamond, a synthetic turf multi-purpose field (with lights), a synthetic turf 60' diamond, and a pedestrian path circling the Park. Further, the Park includes the Gateway Garden at the corner of Highland Avenue and Rosemary Street, with signboards announcing community and park events.		
Budget Statement		
The primary operating costs for the Memorial Park fieldhouse and the athletic fields are in the Department of Public Works (DPW) operating budget, primarily in the building maintenance and parks and forestry divisions, with a small portion covered by Park and Recreation. The primary expenses related to the building include electricity and heat. The electrical costs are under the Needham Electric, Light and Gas Program budget, and other expenses including cleaning and maintenance are covered by DPW. In recent years, the Trustees of Memorial Park have voted to use their budget for the purchase of American and POW flags for the poles at the Park, but in some years the budget paid for small projects which benefit the park.		
Accomplishments and Activities		
With the goal of reducing the spread of COVID-19 and to ensure adequate space for social distancing, the May 1, 2021 Special Town Meeting and the 2021 Annual Town Meeting were held in the Memorial Park parking lot. Trustees of Memorial Park meet approximately once a month at 7:00 p.m. in the Memorial Park Field House. The actual meeting dates are posted with the Town Clerk's Office and published on the Town's website.		
Description	Purpose	Amount
Other Supplies & Equipment	American flags, POW flags	750
Total Request		750

Fiscal Year 2023 Proposed Budget

Department Spending Request Short Form			
Budget		Memorial Park Trustees	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages			
b) Expenses	750		750
c) Total DSR2 & DSR4	750		750
V2023			

Fiscal Year 2023 Proposed Budget

Memorial Park	FY2023 DSR2 Request	FY2023 DSR4 Request	FY2023 Total Request	Total \$ Change from FY2022	Total % Change	Budget 2022	Expenditures 2021	Expenditures 2020	Expenditures 2019
Salary & Wage Regular									
Salary & Wage Temporary									
Salary & Wage Overtime									
Salary & Wage Other									
Salary and Wage Total									
Energy									
Non Energy Utilities									
Repairs and Maintenance									
Rental and Leases									
Other Property Related									
Professional & Technical									
Communications									
Recreation									
Other Purchased Services									
Energy Supplies									
Office Supplies									
Building & Equipment Rprs/Sp									
Custodial Supplies									
Grounds Keeping Supplies									
Vehicular Supplies									
Food & Service Supplies									
Medical Supplies									
Educational Supplies									
Public Works Supplies									
Other Supplies & Equipment	750.00		750.00			750.00	750.00		750.00
Governmental Charges									
Travel & Mileage									
Dues & Subscriptions									
Other									
Expense	750.00		750.00			750.00	750.00		750.00
TOTAL	750.00		750.00			750.00	750.00		750.00

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Department Information DSR1					
Department		Sewer Enterprise			
Department Mission					
The Sewer Division of the Department of Public Works is responsible for maintaining the Sanitary Sewer System (Sewer) and the Storm Sewer System (Drains) and all related programs and infrastructure.					
On the Horizon					
Throughout all the divisions, DPW will continue to perform the daily maintenance tasks, both proactive and reactive to keep our sewer and drain systems operating. The items below detail additional and specific work that the division will be undertaking in the upcoming fiscal year.					
The MS4 (Municipal Separate Stormwater Systems) permit went into effect July 2018. The Sewer Division will continue to focus on accomplishing as many stormwater requirements as possible within the next year.					
The Sewer & Drains Division will continue to perform flushing programs, inspect sewer and drain lines with the camera (CCTV) truck, thoroughly clean all sewer station wet wells annually, and clean and repair catch basins. The Division is planning to implement a monitoring system for all ten sewer pump stations in Town and will continue to utilize the sewer flow monitoring system at various locations throughout the Town.					
Budget Statement					
Salaries & Wages increasing \$38,514, 3.7%.					
Expenses & Services increasing \$62,615, 12.2%.					
Operating Capital remaining the same, 0%.					
Total Budget increasing \$101,129, 6.3%.					
Salaries					
The Town implemented a new compensation and classification study that has been adopted by NIPEA and has gone into effect with non-represented and management employees. This led to an increase in salaries for most employees, including many who were previously at their maximum pay scale. The total increase for Regular Salaries is \$29,984, 3.4%.					
The overtime programs from the prior year remain in place. Due to the increase in base salary pay, the budget for overtime programs has increased. The Overtime Budget has increased by \$7,894, 4.64%.					
The Other Salary and Wages has not increased as this reflects onetime benefit costs for items such as snow program participation, sick time incentive, and personal vehicle use stipends.					
The base salary rate for temporary help has increased, while the program has remained the same. The total increase for Temporary Salaries has increased by \$636, 3.7%.					
Expenses & Services					
Energy					
Energy Type	3 Year Average Consumption	Cost per Unit	Fixed Costs	Budgeted Amount	Difference from Prior Year Submission
Electric	526,687	\$0.23	\$1,500	\$122,638	\$14,339
Natural Gas	3,064	\$1.54	\$1,500	\$6,218	-\$1,731

Department Information
DSR1

Department | Sewer Enterprise |

Vehicular Supplies

Division	Fuel Type	3 Year Average Consumption	Cost per Unit	Budgeted Amount	Difference from Prior Year Submission
Sewer	Diesel	3,192	\$3.60	\$11,491	\$835
Drains	Diesel	364	\$3.60	\$1,311	\$530
Sewer	Gasoline	2,284	\$3.67	\$8,383	\$3,034

Highlighted Changes

There are incremental changes in the FY23 budget submission. The largest increase is due to an increased need for mechanical on call services (25,000). Due to transitions in staff, the Division is taking a different approach to routine maintenance. Another major increase is in public works supplies based on increases in market costs of some of these items as well as increased contractual changes.

Line Item	Division	Description	Change from FY 22	Comments	Net Change
Energy	Sewer	Electricity	\$10,916	Based on 3 year consumption average	\$10,517
	Sewer	Natural Gas	(\$399)	Based on 3 year consumption average	
Repairs & Maint. Services	Drains	Trench Restoration	\$1,000	Based on an increased need	\$26,130
	Sewer	Alarm & Sprinkler Maint.	\$14	Based on current contract pricing & 3.5% inflation	
	Sewer	Generator Maint.	\$108	Based on current contract pricing & 3.5% inflation	
	Sewer	Mechanical On Call Services	\$25,000	Based on an increased need	
	Sewer	Overhead Door Maintenance	\$8	Based on current contract pricing & 3.5% inflation	
Other Property Related Services	Drains	Debris Disposal - Catch Basin	\$1,085	3.1% inflation based on current contract pricing	\$2,496
	Drains	Debris Disposal - Sweeping	\$1,411	4.3% inflation based on current contract pricing	
Communications	Sewer	Cell Phone	\$400	Based on current pricing	\$400

Fiscal Year 2023 Proposed Budget

Department Information DSR1					
Department			Sewer Enterprise		
Line Item	Division	Description	Change from FY 22	Comments	Net Change
Other Purchased Services	Drains	Street Sweeping	\$1,093	Based on current contract pricing & 3.5% inflation	\$4,947
	Sewer	Police Details	\$730	Based on updated police detail rates	
	Sewer	Sewer Flow Meter Annual Maint.	\$1,899	Based on current contract pricing & 3.5% inflation	
	Sewer	Sewer Flow Meter Upgrades	\$1,225	Based on current contract pricing & 3.5% inflation	
Building & Equipment Supplies	Sewer	Pump Station Supplies	\$400	Based on an increased need	\$400
Gasoline & Diesel Fuel	Drains	Diesel	\$530	Based on 3 year consumption average	\$4,399
	Sewer	Diesel	\$835	Based on 3 year consumption average	
	Sewer	Gasoline	\$3,034	Based on 3 year consumption average	
Public Works Supplies	Sewer	Asphalt	\$3,000	10% increase on current market inflation	\$13,326
	Sewer	Manhole Frames & Covers	\$217	Based on current contract pricing & 3.5% inflation	
	Sewer	Pump Replacement Parts	\$10,000	Based on an increased need	
	Sewer	Sewer Pipe	\$109	Based on current contract pricing & 3.5% inflation	

Operating Capital

Pump Replacement Program

The Sewer Division will be purchasing a new replacement pump as a back up for the pumps in our sewer stations.

Accomplishments and Activities

The Sewer Division performed regular tasks in addition to larger projects and impromptu projects for the benefit of the public. The Division also responded to work order requests initiated through the Town's online reporting tool, SeeClickFix.

The Sewer Division continues to clean catch basins and remove sediment from the drainage system throughout the Town. The Sewer Division also replaces or repairs catch basins and manholes. The Sewer Division performs spot repairs on the sewer and drain lines. The Division continues to clean and camera the Town's sewer and drain system to ensure that it is working properly. Prior to any major roadway and sidewalk construction, the Division coordinates and investigates sewer and drain lines for defects that need repair prior to the project completion.

Fiscal Year 2023 Proposed Budget

Department Information DSR1			
Department		Sewer Enterprise	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	1,080,247	0	1,080,247
b) Expenses	575,691	0	575,691
c) Capital	51,000	0	51,000
d) MWRA	6,614,690	0	6,614,690
e) Debt	610,000	0	610,000
f) Reserve Fund	35,000	0	35,000
g) Total DSR2 & DSR4 Request (a through f)	8,966,628	0	8,966,628
V2023			

Fiscal Year 2023 Proposed Budget

Department Expenditure Detail DSR2																	
Department				Sewer Enterprise													
Object				Description				Amount									
DSR2A																	
Permanent Personnel	Last Year (FY2021)			Current Year (FY2022)			Next Year (FY2023)										
	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	0	11	11	0	11	11	0	11								
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count								
							X										
Union Positions:		BCTIA		Fire A		Fire C		ITWA		NIPEA	X	Police		Police Superior		NA	
1. Salary and Wage Permanent Positions.																	
a.	PRD1 Salary and Wages Base												753,273				
b.	PRD1 Differentials (Conditions, Requirements, Shifts)																
c.	PRD1 Education																
d.	PRD1 Extra Holiday																
e.	PRD1 Longevity												26,329				
f.	PRD1 Snow Program												13,500				
g.	PRD1 Uniform																
h.	PRD1 Other Compensation																
i.	PRD1 Budget Adjustments												3,370				
PRD1 Sub Total												796,472					
j.	DSR3 Other Compensation												83,090				
Sub Total 1												879,562					
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)																	
a.	Summer Help (2 positions for 15 weeks)												17,820				
b.																	
c.																	
d.																	
e.	DSR3 Total																
Sub Total 2												17,820					
3. Salary and Wage Overtime (Itemized Below)																	
a.	Scheduled Overtime (contractually obligated)												25,776				
b.	Training and Development																
c.																	
d.																	
e.	DSR3 Total												152,209				
Sub Total 3												177,985					
4. Other Salary and Wage Expenses – (Itemized Below)																	
a.	Incentive Programs												4,880				
b.	Pay In Lieu of Accrued Leave																
c.	Program Stipend																
d.	Tuition Reimbursement																
e.	Working Out of Grade																
f.	DSR3 Other Compensation																
Sub Total 4												4,880					

Fiscal Year 2023 Proposed Budget

Department Expenditure Detail DSR2		
Department	Sewer Enterprise	
5. Total Salary and Wages (1+2+3+4)		1,080,247
DSR2B		
Object	Description	Amount
Energy (521x)	Sewer: - Electricity (122,638) - Natural Gas (6,218)	128,856
Repairs & Maintenance Services (524x – 525x)	Sewer: - Alarm & Sprinkler Maintenance (374) - Electrical On Call Services (7,000) - Generator Maintenance (3,183) - Mechanical On Call Services (35,000) - Overhead Door Maintenance (198) - Pump Inspections (3,000) - Vehicle Repairs (10,000) - Wet Well Cleaning (20,000) Drains: - Contracting Special Services (15,000) - Trench Restoration (11,000) - Vehicle Repairs (10,000)	114,755
Rental & Leases (527X)	Sewer: - Pump Rentals (3,000) Drains: - Pump Rentals (3,000)	6,000
Other Property Related Services (529x)	Drains: - Debris Disposal – Catch Basin (36,085) - Debris Disposal – Sweeping (31,425)	67,510
Professional & Technical Services (530x – 531x)	Sewer: - MWRA/Mandated Sulfide Testing (3,000) - Seminars & Training (2,000) - Sewer SCADA Annual Software (6,510) Drains: - PeopleGIS – PeopleForms (7,000) - Pond Treatment (4,000) - Seminars & Training (2,000)	24,510
Communications (534x)	Sewer: - Cell Phones (7,200) - Landline (1,900) - Legal Notices (215) - Postage (500) - Printing (200)	10,015
Recreational & Cultural Services (535x)		

Fiscal Year 2023 Proposed Budget

Department Expenditure Detail DSR2		
Department	Sewer Enterprise	
Other Purchased Services (538x)	Sewer: - Police Details (5,730) - Sewer Flow Meter Annual Maintenance (27,774) - Sewer Flow Meter Upgrades (36,225) Drains: - Street Sweeping (32,310)	102,039
Office Supplies (542x)	Sewer: Office Supplies (700)	700
Building & Equipment Supplies (543x)	Sewer: Pump Station Supplies (2,000)	2,000
Custodial Supplies (545x)	Sewer: Rags for Spills, Cleaning Supplies, Disinfecting Supplies (1,000)	1,000
Grounds Keeping Supplies (546x)	Sewer: Grass Seed & Fertilizer (150)	150
Vehicular Supplies (548x)	Sewer: - CCTV Truck Supplies (4,000) - Vactor Truck Parts (1,000) Drains: - CCTV Truck Supplies (4,000) - Vactor Truck Parts (1,000)	10,000
Gasoline and Diesel Fuel (5481)	Sewer: - Diesel (11,491) - Gasoline (8,383) Drains: - Diesel (1,311)	21,185
Food and Service Supplies (549x)		
Medical Supplies (550x)	Sewer: Medical Supplies (150)	150
Public Works Supplies (553x)	Sewer: - Asphalt (13,000) - Crushed Stone (2,000) - Hardware Supplies, Paint, Etc. (3,250) - Manhole Frames & Covers (6,427) - Pump Replacement Parts (20,000) - Sewer Pipe (3,214) - Special Flushing & Roding Tools (3,000) - Testing Equipment (2,000) - Tools (4,500) Drains: - Concrete Blocks (4,000) - Crushed Stone (2,000) - Manhole Frames & Covers (6,210) - Precast Manholes (6,000)	78,601

Fiscal Year 2023 Proposed Budget

Department Expenditure Detail DSR2				
Department	Sewer Enterprise			
	- Sand & Bagged Cement (500) - Special Flushing & Roding Tools (2,500)			
Other Supplies & Equipment (558x)	Sewer: - Clothing (2,000) - Health/Safety Equipment (1,300) - Safety Clothing (2,570) Drains: - Misc. Items (750)			6,620
Governmental Charges (569x)	Sewer: Certification & Licenses (400)			400
Travel & Mileage (571x - 572x)	Sewer: Conferences (200)			200
Dues & Subscriptions (573X)	Sewer: Professional Association Memberships (1,000)			1,000
Other Expenses (574 X - 579x)				
6. Total Expenses				575,691
DSR2C				
Capital Equipment Replacement (587X)	Sewer: Pump Replacement Program			51,000
7. Total Operating Budget Capital				51,000
8. Total Base Request (Line 5 + Line 6 + Line 7)				1,706,938
Does the Department depend on any Federal or State grants to provide services?				
		YES		NO
				X
Did the Department submit any requests for FY2023 for the replacement or upgrade of technology or software to the Information Technology Center?				
		YES		NO
				X
Did the Department submit any requests for FY2023 to the Department of Public Works/Building Maintenance division to improve or upgrade a public building or facility?				
		YES		NO
				X
V2023				

Department Personnel Supplement DSR3							
Department			Sewer Enterprise				
	Description	Amount	Amount Reflected DSR2A Section				
			1	2	3	4	
1	Sewer: Pumping Stations (Weekend & Holidays)	52,857			X		
2	Sewer: Unscheduled/Investigations of Blockages & Equipment Failures	4,148			X		
3	Sewer: Night Sewer Cleaning/TV Camera Inspection	29,628			X		
4	Drains: Unscheduled/Investigations of Blockages & Equipment Failures	2,370			X		
5	Drains: NPDES Night Investigations	63,206			X		
6	Portion of Water Enterprise Salaries that Support Drains	83,090	X				
7	Portion of Sewer Salaries that Support Drains Operations	257,210	X				
8	Sewer Salaries Assigned to Drains Operations	-257,210	X				
9							
10							
11							
12							
13							
14							
15							
16							
17							
18							
19							
20							
21							
22							
23							
24							
25							
I	Total	152,209	X				
Sections							
	Amount Reported Under DSR2A Section 1	83,090					
	Amount Reported Under DSR2A Section 2						
	Amount Reported Under DSR2A Section 3	152,209					
	Amount Reported Under DSR2A Section 4						
II	Total	235,299					
V2023							

Fiscal Year 2023 Proposed Budget

Sewer Enterprise	FY2023 DSR2 Request	FY2023 DSR4 Request	FY2023 Total Request	Total \$ Change from FY2022	Total % Change	Budget 2022	Expenditures 2021	Expenditures 2020	Expenditures 2019
Salary & Wage Regular	879,562.00		879,562.00	29,984.00		849,578.00	709,672.24	784,816.96	750,824.38
Salary & Wage Temporary	17,820.00		17,820.00	636.00		17,184.00		6,694.50	8,020.18
Salary & Wage Overtime	177,985.00		177,985.00	7,894.00		170,091.00	141,763.08	136,969.33	145,987.57
Salary & Wage Other	4,880.00		4,880.00			4,880.00	38,774.88	12,520.45	14,228.60
Salary and Wage Total	1,080,247.00		1,080,247.00	38,514.00	3.7%	1,041,733.00	890,210.20	941,001.24	919,060.73
Energy	128,856.00		128,856.00	10,517.00		118,339.00	113,357.47	139,410.60	113,792.96
Non Energy Utilities									
Repairs and Maintenance	114,755.00		114,755.00	26,130.00		88,625.00	105,765.59	51,989.32	77,113.63
Rental and Leases	6,000.00		6,000.00			6,000.00	3,460.00		4,883.00
Other Property Related	67,510.00		67,510.00	2,496.00		65,014.00	14,817.43	16,733.52	21,215.16
Professional & Technical	24,510.00		24,510.00			24,510.00	14,882.90	16,877.00	34,513.97
Communications	10,015.00		10,015.00	400.00		9,615.00	7,368.94	8,144.22	7,858.64
Recreation									
Other Purchased Services	102,039.00		102,039.00	4,947.00		97,092.00	67,722.48	52,956.76	86,475.75
Energy Supplies									
Office Supplies	700.00		700.00			700.00			500.00
Building & Equipment Rprs/Sp	2,000.00		2,000.00	400.00		1,600.00			298.00
Custodial Supplies	1,000.00		1,000.00			1,000.00	78.40	400.00	
Grounds Keeping Supplies	150.00		150.00			150.00			
Vehicular Supplies	31,185.00		31,185.00	4,399.00		26,786.00	11,361.47	16,172.59	24,027.64
Food & Service Supplies									
Medical Supplies	150.00		150.00			150.00			5,820.00
Educational Supplies									
Public Works Supplies	78,601.00		78,601.00	13,326.00		65,275.00	67,987.44	35,854.77	49,419.29
Other Supplies & Equipment	6,620.00		6,620.00			6,620.00	2,387.96	200.00	7,232.60
Governmental Charges	400.00		400.00			400.00	315.00	326.00	603.99
Travel & Mileage	200.00		200.00			200.00			
Dues & Subscriptions	1,000.00		1,000.00			1,000.00	218.75	212.50	388.24
Other							200.00	700.00	
Expense	575,691.00		575,691.00	62,615.00	12.2%	513,076.00	409,923.83	339,977.28	434,142.87
MWRA Assessment	6,614,690.00		6,614,690.00			6,614,690.00	6,399,895.00	6,388,679.68	6,173,219.00
Capital Equipment	51,000.00		51,000.00			51,000.00	45,000.00	38,414.05	49,519.77
Operating Budget	8,321,628.00		8,321,628.00	101,129.00	1.2%	8,220,499.00	7,745,029.03	7,708,072.25	7,575,942.37
Debt Service	610,000.00		610,000.00			610,000.00	645,376.95	904,094.74	1,167,381.32
Reserve Fund	35,000.00		35,000.00			35,000.00			
TOTAL	8,966,628.00		8,966,628.00	101,129.00	1.1%	8,865,499.00	8,390,405.98	8,612,166.99	8,743,323.69

Fiscal Year 2023 Proposed Budget

Sewer Only	FY2023 DSR2 Request	FY2023 DSR4 Request	FY2023 Total Request	Total \$ Change from FY2022	Total % Change	Budget 2022	Expenditures 2021	Expenditures 2020	Expenditures 2019
Salary & Wage Regular	539,262.00		539,262.00	(23,548.00)		562,810.00	470,187.86	488,560.71	452,983.44
Salary & Wage Temporary	17,820.00		17,820.00	636.00		17,184.00		6,694.50	8,020.18
Salary & Wage Overtime	112,408.00		112,408.00	4,985.00		107,423.00	112,669.03	98,356.23	85,023.08
Salary & Wage Other	2,920.00		2,920.00			2,920.00	33,534.51	7,118.84	7,514.30
Salary and Wage Total	672,410.00		672,410.00	(17,927.00)	-2.6%	690,337.00	616,391.40	600,730.28	553,541.00
Energy	128,856.00		128,856.00	10,517.00		118,339.00	113,357.47	139,410.60	113,792.96
Non Energy Utilities									
Repairs and Maintenance	78,755.00		78,755.00	25,130.00		53,625.00	105,765.59	51,989.32	74,556.55
Rental and Leases	3,000.00		3,000.00			3,000.00	3,460.00		4,883.00
Other Property Related							261.31	447.72	3,004.56
Professional & Technical	11,510.00		11,510.00			11,510.00	3,823.90	3,790.00	18,935.02
Communications	10,015.00		10,015.00	400.00		9,615.00	7,368.94	8,144.22	7,858.64
Recreation									
Other Purchased Services	69,729.00		69,729.00	3,854.00		65,875.00	45,554.48	28,620.00	33,716.75
Energy Supplies									
Office Supplies	700.00		700.00			700.00			500.00
Building & Equipment Rprs/Sp	2,000.00		2,000.00	400.00		1,600.00			
Custodial Supplies	1,000.00		1,000.00			1,000.00	78.40	400.00	
Grounds Keeping Supplies	150.00		150.00			150.00			
Vehicular Supplies	24,874.00		24,874.00	3,869.00		21,005.00	11,361.47	15,075.82	23,667.87
Food & Service Supplies									
Medical Supplies	150.00		150.00			150.00			5,820.00
Educational Supplies									
Public Works Supplies	57,391.00		57,391.00	13,326.00		44,065.00	55,281.56	22,259.51	40,503.99
Other Supplies & Equipment	5,870.00		5,870.00			5,870.00	2,387.96	100.00	7,232.60
Governmental Charges	400.00		400.00			400.00	207.50	250.50	372.50
Travel & Mileage	200.00		200.00			200.00			
Dues & Subscriptions	1,000.00		1,000.00			1,000.00	218.75	212.50	388.24
Other							200.00	700.00	
Expense	395,600.00		395,600.00	57,496.00	17.0%	338,104.00	349,327.33	271,400.19	335,232.68
MWRA Assessment	6,614,690.00		6,614,690.00			6,614,690.00	6,399,895.00	6,388,679.68	6,173,219.00
Capital Equipment	51,000.00		51,000.00			51,000.00	45,000.00	38,414.05	49,519.77
Operating Budget	7,733,700.00		7,733,700.00	39,569.00	0.5%	7,694,131.00	7,410,613.73	7,299,224.20	7,111,512.45
Debt Service	610,000.00		610,000.00			610,000.00	645,376.95	904,094.74	1,167,381.32
Reserve Fund	35,000.00		35,000.00			35,000.00			
TOTAL	8,378,700.00		8,378,700.00	39,569.00	0.5%	8,339,131.00	8,055,990.68	8,203,318.94	8,278,893.77

Fiscal Year 2023 Proposed Budget

Drains	FY2023 DSR2 Request	FY2023 DSR4 Request	FY2023 Total Request	Total \$ Change from FY2022	Total % Change	Budget 2022	Expenditures 2021	Expenditures 2020	Expenditures 2019
Salary & Wage Regular	340,300.00		340,300.00	53,532.00		286,768.00	239,484.38	296,256.25	297,840.94
Salary & Wage Temporary									
Salary & Wage Overtime	65,577.00		65,577.00	2,909.00		62,668.00	29,094.05	38,613.10	60,964.49
Salary & Wage Other	1,960.00		1,960.00			1,960.00	5,240.37	5,401.61	6,714.30
Salary and Wage Total	407,837.00		407,837.00	56,441.00	16.1%	351,396.00	273,818.80	340,270.96	365,519.73
Energy									
Non Energy Utilities									
Repairs and Maintenance	36,000.00		36,000.00	1,000.00		35,000.00			2,557.08
Rental and Leases	3,000.00		3,000.00			3,000.00			
Other Property Related	67,510.00		67,510.00	2,496.00		65,014.00	14,556.12	16,285.80	18,210.60
Professional & Technical	13,000.00		13,000.00			13,000.00	11,059.00	13,087.00	15,578.95
Communications									
Recreation									
Other Purchased Services	32,310.00		32,310.00	1,093.00		31,217.00	22,168.00	24,336.76	52,759.00
Energy Supplies									
Office Supplies									
Building & Equipment Rprs/Sp									298.00
Custodial Supplies									
Grounds Keeping Supplies									
Vehicular Supplies	6,311.00		6,311.00	530.00		5,781.00		1,096.77	359.77
Food & Service Supplies									
Medical Supplies									
Educational Supplies									
Public Works Supplies	21,210.00		21,210.00			21,210.00	12,705.88	13,595.26	8,915.30
Other Supplies & Equipment	750.00		750.00			750.00		100.00	
Governmental Charges							107.50	75.50	231.49
Travel & Mileage									
Dues & Subscriptions									
Other									
Expense	180,091.00		180,091.00	5,119.00	2.9%	174,972.00	60,596.50	68,577.09	98,910.19
MWRA Assessment									
Capital Equipment									
Operating Budget	587,928.00		587,928.00	61,560.00	11.7%	526,368.00	334,415.30	408,848.05	464,429.92
Debt Service									
Reserve Fund									
TOTAL	587,928.00		587,928.00	61,560.00	11.7%	526,368.00	334,415.30	408,848.05	464,429.92

Fiscal Year 2023 Proposed Budget

Position Register Summary Description	Sch Grd	FY23 FTE	FY23 Estimate	FY23 %	FY22 FTE	FY22 Current	FY21 FTE	FY21 Final Budget
Chief Wastewater Operator	7	1.00	78,042	1.9%	1.00	76,565	1.00	76,565
Heavy Motor Equipment Operator	N4	2.00	127,026	1.7%	1.00	124,875	1.00	61,090
Public Works Craftsworker	N4	4.00	254,052	2.3%	5.00	248,446	5.00	305,450
Public Works Inspector	N6	1.00	74,277	3.1%	1.00	72,019	1.00	70,491
Wastewater Operator	N4	1.00	68,702	2.9%	1.00	66,791	1.00	65,291
Working Foreman	N7	2.00	151,174	5.2%	2.00	143,646	2.00	140,982
Longevity			26,329	-3.5%		27,271		27,271
Differential			13,500	-18.2%		16,500		16,000
Education								
Extra Holiday								
Other Pay								
Stipends								
Budget Adjustment			86,460	17.7%		73,465		99,643
Total		11.00	879,562	3.5%	11.00	849,578	11.00	862,783

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Department Information DSR1					
Department		Water Enterprise			
Department Mission					
The Water Division of the Department of Public Works is responsible for maintaining the infrastructure associated with the water delivery system and the development and production of the water supply in the Charles River Well Field and supplemental water from the Massachusetts Water Resources Authority (MWRA).					
On the Horizon					
Throughout all the divisions, the DPW will continue to perform the daily maintenance tasks, both proactive and reactive to keep our water systems operating. The items below detail additional and specific work that the divisions will be undertaking in the upcoming fiscal year.					
Throughout the entire COVID-19 pandemic, the Water Division has been able to address emergencies and maintain all essential services as well as meet all regulatory requirements.					
In FY23, the Water Division will continue to replace fire hydrants, water services, water mains, and water meters, as well as test all commercial, municipal, and industrial backflow prevention devices. Well #3A is scheduled to be redeveloped to restore pump capacity and improve its performance. The Massachusetts Department of Environmental Protection (MA DEP) as developed new Primary Drinking water regulations regarding PFAS (per- and polyfluoroalkyl substances) and are requiring monthly sampling.					
Budget Statement					
Salaries & Wages increasing \$35,119, 2.41%.					
Expenses & Services increasing \$66,585, 5.14%.					
Operating Capital decreasing \$40,000, -100%.					
Total Operating Submission increasing \$61,704, 2.21%					
Salaries					
The Town implemented a new compensation and classification study that has been adopted by NIPEA and ITWA and has gone into effect with non-represented and management employees. This led to an increase in salaries for most employees, including many who were previously at their maximum pay scale. The total increase for Regular Salaries is \$34,102, 2.97%.					
The overtime programs from the prior year remain in place, therefore the Overtime Salaries budget is remaining level.					
The Other Salary and Wages has not increased as this reflects onetime benefit costs for items such as snow program participation, sick time incentive, and personal vehicle use stipends.					
The base salary rate for temporary help has increased, while the program has remained the same. The total increase for Temporary Salaries has increased by \$1,017, 3.7%.					
Expenses & Services					
Energy					
Energy Type	3 Year Average Consumption	Cost per Unit	Fixed Costs	Budgeted Amount	Difference from Prior Year Submission
Electric	1,901,929	\$0.23	\$2,200	\$439,644	\$46,366
Natural Gas	18,952	\$1.54	\$250	\$29,436	\$2,613

Fiscal Year 2023 Proposed Budget

Department Information DSR1					
Department		Water Enterprise			
Vehicular Supplies					
Division	Fuel Type	3 Year Average Consumption	Cost per Unit	Budgeted Amount	Difference from Prior Year Submission
Water	Diesel	3,598	\$3.60	\$12,953	\$2,720
Water	Gasoline	7,050	\$3.67	\$25,874	\$8,300
Highlighted Changes					
There are incremental changes in the FY23 budget submission. The biggest change is an increased budget for public works supplies based on increases in market costs of some of these items as well as increased contractual changes.					
Line Item	Description		Change from FY 22	Comments	Net Change
Energy	Electricity		\$46,366	Based on 3 year consumption average	\$48,000
	Natural Gas		\$2,613	Based on 3 year consumption average	
Repairs & Maint. Services	Electrical, Mechanical On Call Services		\$5,000	Based on an increased need	\$5,000
	Fire/Security Monitoring, Generator Maint.		\$186	Based on current contract pricing & 3.5% inflation	
Professional & Technical Services	Cross Connection Backflow Software		(\$13,400)	Based on updated pricing	(\$13,400)
	Engineering Services		(\$5,000)	Separately into a different line	
	Water Quality Sampling		\$5,000	Called out from Engineering Services	
Other Purchased Services	Police Details		\$1,997	Based on updated police detail rates	\$1,997
Gasoline & Diesel Fuel	Diesel		\$2,720	Based on 3 year consumption average	\$11,020
	Gasoline		\$8,300	Based on 3 year consumption average	
Line Item	Description		Change from FY 22	Comments	Net Change
	Asphalt		\$3,150	10% increase on current market inflation	\$12,803

Fiscal Year 2023 Proposed Budget

Department Information DSR1				
Department		Water Enterprise		
Public Works Supplies	Meter Couplings	\$322	Based on current contract pricing & 3.5% inflation	
	Meter Parts - Various Sizes	\$249	Based on current contract pricing & 3.5% inflation	
	Treatment Process Chemicals: Hydroflousilic	\$562	Based on current contract pricing & 3.5% inflation	
	Treatment Process Chemicals: Phosphate	\$522	Based on current contract pricing & 3.5% inflation	
	Treatment Process Chemicals: Sodium Hydroxide	\$4,341	Based on current contract pricing & 3.5% inflation	
	Treatment Process Chemicals: Sodium Hypochlorite	\$572	Based on current contract pricing & 3.5% inflation	
	Water Mains: Gate Valves	\$493	Based on current contract pricing & 3.5% inflation	
	Water Mains: Hydrant Parts/Boxes	\$574	Based on current contract pricing & 3.5% inflation	
	Water Mains: Repair Sleeves	\$530	Based on current contract pricing & 3.5% inflation	
	Water Services: Brass Fittings - Service Connections	\$1,164	Based on current contract pricing & 3.5% inflation	
	Water Services: Copper Tubing	\$156	Based on current contract pricing & 3.5% inflation	
	Water Services: Repair Sleeves	\$15	Based on current contract pricing & 3.5% inflation	
	Water Services: Service Valves/Boxes	\$153	Based on current contract pricing & 3.5% inflation	
Accomplishments and Activities				
The Water Division performed regular tasks in addition to larger projects and impromptu projects for the benefit of the public. The Division also responded to work order requests initiated through the Town's online reporting tool, SeeClickFix. In FY21, the Charles River Water Treatment Facility produced and distributed 820 million gallons of water for consumption and fire protection needs. An additional 498 million gallons were supplied by the MWRA to supplant and meet seasonal demands. Submersible pump and motors were upgraded for Wells #1A and #3A. Well #2 was redeveloped and cleaned to restore its pump's				

Department Information DSR1			
Department		Water Enterprise	
capacity. Security and sanitary inspections were completed at both Birds Hill and Dunster Water storage tanks. A brand new cross-connection software program was implemented to improve the management of backflow testing, surveys, and to assist in the production of the annual DEP Annual Statistic Report (ASR). The annual water quality report was produced and can be viewed on the Town website.			
Improvements to the water infrastructure at Alder Brook Lane, Country Way, and Concord Street were completed in house by the Water Division staff. This included the installation of new water mains, new fire hydrants, and new water gates and water service reconnections.			
The Water Division continued to repair fire hydrants, replace fire hydrants, repair water services, and respond 24/7 to water main breaks or emergency issues. The Water Division continued to replace and install new water meters, test all backflow prevention devices, and survey facilities to ensure cross-connection compliance.			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	1,492,528		1,492,528
b) Expenses	1,361,349		1,361,349
c) Capital	0		0
d) MWRA	1,670,433		1,670,433
e) Debt	1,250,000		1,250,000
f) Reserve Fund	75,000		75,000
g) Total DSR2 & DSR4 Request (a through f)	5,849,310		5,849,310
V2023			

Fiscal Year 2023 Proposed Budget

Department Expenditure Detail DSR2																	
Department				Water Enterprise													
Object				Description				Amount									
DSR2A																	
Permanent Personnel	Last Year (FY2021)			Current Year (FY2022)			Next Year (FY2023)										
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)								
	17	0	17	17	0	17	17	0	17								
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count								
							X										
Union Positions:		BCTIA		Fire A		Fire C	☐	ITWA	☒	NIPEA	☒	Police	☐	Police Superior	☐	NA	☐
1. Salary and Wage Permanent Positions.																	
a.	PRD1 Salary and Wages Base													1,208,680			
b.	PRD1 Differentials (Conditions, Requirements, Shifts)																
c.	PRD1 Education																
d.	PRD1 Extra Holiday																
e.	PRD1 Longevity													24,629			
f.	PRD1 Snow Program													14,188			
g.	PRD1 Uniform																
h.	PRD1 Other Compensation													12,007			
i.	PRD1 Budget Adjustments													4,525			
													PRD1 Sub Total		1,264,029		
j.	DSR3 Other Compensation													-83,090			
													Sub Total 1		1,180,939		
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)																	
a.	Summer Help (2 positions for 15 weeks)													49,439			
b.	Co-Op (1 position)													10,692			
c.																	
d.																	
e.	DSR3 Total																
													Sub Total 2		28,512		
3. Salary and Wage Overtime (Itemized Below)																	
a.	Scheduled Overtime (contractually obligated)													49,439			
b.	Training and Development																
c.																	
d.																	
e.	DSR3 Total													229,318			
													Sub Total 3		278,757		
4. Other Salary and Wage Expenses - (Itemized Below)																	
a.	Incentive Programs													4,320			
b.	Pay In Lieu of Accrued Leave																
c.	Program Stipend																
d.	Tuition Reimbursement																
e.	Working Out of Grade																
f.	DSR3 Other Compensation																
													Sub Total 4		4,320		

Fiscal Year 2023 Proposed Budget

Department Expenditure Detail DSR2		
Department	Water Enterprise	
5. Total Salary and Wages (1+2+3+4)		1,492,528
DSR2B		
Object	Description	Amount
Energy (521x)	Electricity (439,644) Natural Gas (29,436)	469,080
Repairs & Maintenance Services (524x – 525x)	Electrical, Mechanical On-Call Services (20,000) Fire/Security Monitoring, Generator Maintenance (5,506) Maintenance of Altitude/Actuator Valves (10,000) SCADA Maintenance & On-Call Services (12,500) Vehicle Repairs (5,000) Well Redevelopment (35,000)	88,006
Rental & Leases (527X)		
Other Property Related Services (529x)	Tree & Brush Clearing (7,000)	7,000
Professional & Technical Services (530x – 531x)	Backflow Testing and/or Cross Connection Survey for Facilities (4,000) Cross Connection Backflow Software (2,600) CRWTF Sewer Residuals – MWRA (7,000) Engineering Services (10,000) Filter Media Testing (500) Leak Detection (42,300) Mandated Wetlands Delineation (500) Seminars & Training (10,000) Tank Inspections at Dunster and Birds Hill (3,000) Water Meter Testing Program (10,000) Well/Pump Performance Testing (3,000) Water Quality Sampling (15,000) Water Treatment & Analysis (3,000)	110,900
Communications (534x)	Printing – CCR & misc. (4,000) Postage – CCR & misc. (5,000) Landlines (9,500) Legal Notices (300) Water Conservation Program (15,600) Wireless Communications (9,740)	44,140
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)	Plumbing Services (1,000) Police Details (15,677) Trench Restoration (20,000)	36,677
Office Supplies (542x)	Office Supplies (1,000)	1,000
Building & Equipment Supplies (543x)		
Custodial Supplies (545x)	CRWTF (900) Dedham Ave Pump Station (1,500) St. Mary's Pump Station (500)	2,900

Fiscal Year 2023 Proposed Budget

Department Expenditure Detail DSR2		
Department	Water Enterprise	
Grounds Keeping Supplies (546x)	Grass Seed & Fertilizer (1,000)	1,000
Vehicular Supplies (548x)	Vehicle Supplies, Tires, Batteries, etc. (10,000)	10,000
Gasoline and Diesel Fuel (5481)	Diesel (12,953) Gasoline (25,874)	38,827
Food and Service Supplies (549x)		
Medical Supplies (550x)	Medical Supplies (300)	300
Public Works Supplies (553x)	Asphalt (13,650) Chemical Feed Pump Kits (2,000) CPVC Pipe & Valves (2,000) Gravel Fill (6,000) Laboratory Chemicals: Reagents (5,000) Laboratory Equipment (4,600) Meter Couplings (9,525) Meter Parts – Various Sizes (7,356) Process Analyzers (1,100) Tools, Hardware, & Paint Supplies (7,500) Treatment Process Chemicals: Hydroflousilic Acid (16,620) Treatment Process Chemicals: Phosphate (15,426) Treatment Process Chemicals: Sodium Hydroxide (128,361) Treatment Process Chemicals: Sodium Hypochlorite (16,922) Water Mains: Gate Valves (14,569) Water Mains: Hydrant Parts/Boxes (16,987) Water Mains: Repair Sleeves (15,682) Water Meters – Various Sizes (200,000) Water Services: Brass Fittings – Service Connections (34,426) Water Services: Copper Tubing (4,627) Water Services: Repair Sleeves (457) Water Services: Service Valves/Boxes (4,531)	527,339
Other Supplies & Equipment (558x)	Educational Supplies (200) Health & Safety Equipment, Prescription Safety Glasses (500) Safety Clothing/Vest, Gloves, & Hard Hats (2,000) Work Clothing (3,380)	6,080
Governmental Charges (569x)	Certification & Licenses (1,600) Other – DEP, SDWA (12,000)	13,600
Travel & Mileage (571x – 572x)	Seminars (1,100)	1,100
Dues & Subscriptions (573X)	Professional Association Memberships (3,400)	3,400

Fiscal Year 2023 Proposed Budget

Department Expenditure Detail DSR2				
Department	Water Enterprise			
Other Expenses (574 X - 579x)				
6. Total Expenses				1,361,349
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)				2,853,877
Does the Department depend on any Federal or State grants to provide services?	YES		NO	X
Did the Department submit any requests for FY2023 for the replacement or upgrade of technology or software to the Information Technology Center?	YES		NO	X
Did the Department submit any requests for FY2023 to the Department of Public Works/Building Maintenance division to improve or upgrade a public building or facility?	YES		NO	X
V2023				

Fiscal Year 2023 Proposed Budget

Department Personnel Supplement DSR3							
Department			Water Enterprise				
	Description	Amount	Amount Reflected DSR2A Section				
			1	2	3	4	
1	CRWTF & Wells (Weekends & Holidays)	79,978			X		
2	Uni-Directional Hydrant Flushing	72,737			X		
3	Hydrant Dry Testing Program	15,911			X		
4	Unscheduled/Main Breaks, Leaks, Equipment Failures, Shutoffs, Resident Complaints, Etc.	49,327			X		
5	Water Conservation	11,365			X		
6	Portion of Water Enterprise Salaries that Support Drains Operations	-83,090	X				
7							
8							
9							
10							
11							
12							
13							
14							
15							
16							
17							
18							
19							
20							
21							
22							
23							
24							
25							
I	Total	146,228	X				
Sections							
	Amount Reported Under DSR2A Section 1	-83,090					
	Amount Reported Under DSR2A Section 2						
	Amount Reported Under DSR2A Section 3	229,318					
	Amount Reported Under DSR2A Section 4						
II	Total	146,228					
V2023							

Fiscal Year 2023 Proposed Budget

Water Enterprise Fund	FY2023 DSR2 Request	FY2023 DSR4 Request	FY2023 Total Request	Total \$ Change from FY2022	Total % Change	Budget 2022	Expenditures 2021	Expenditures 2020	Expenditures 2019
Salary & Wage Regular	1,180,939.00		1,180,939.00	34,102.00		1,146,837.00	971,236.42	934,364.36	988,705.65
Salary & Wage Temporary	28,512.00		28,512.00	1,017.00		27,495.00	440.55	5,184.40	31,420.57
Salary & Wage Overtime	278,757.00		278,757.00			278,757.00	191,828.33	179,118.11	222,840.17
Salary & Wage Other	4,320.00		4,320.00			4,320.00	23,761.37	14,338.56	15,174.63
Salary and Wage Total	1,492,528.00		1,492,528.00	35,119.00	2.4%	1,457,409.00	1,187,266.67	1,133,005.43	1,258,141.02
Energy	469,080.00		469,080.00	48,979.00		420,101.00	336,300.50	464,233.25	373,238.56
Non Energy Utilities									
Repairs and Maintenance	88,006.00		88,006.00	5,186.00		82,820.00	158,387.39	125,117.35	105,676.01
Rental and Leases							1,200.00		
Other Property Related	7,000.00		7,000.00			7,000.00	7,228.97	525.96	7,637.38
Professional & Technical	110,900.00		110,900.00	(13,400.00)		124,300.00	67,231.92	63,726.57	75,687.21
Communications	44,140.00		44,140.00			44,140.00	22,587.32	22,319.14	20,273.71
Recreation									
Other Purchased Services	36,677.00		36,677.00	1,997.00		34,680.00	7,896.00	18,430.40	54,101.50
Energy Supplies									
Office Supplies	1,000.00		1,000.00			1,000.00		3,087.97	268.56
Building & Equipment Rprs/Sp							5,465.03	63.47	
Custodial Supplies	2,900.00		2,900.00			2,900.00	1,019.11	2,207.51	1,977.53
Grounds Keeping Supplies	1,000.00		1,000.00			1,000.00	2,350.00	520.00	800.00
Vehicular Supplies	48,827.00		48,827.00	11,020.00		37,807.00	19,806.25	20,212.39	34,672.60
Food & Service Supplies									
Medical Supplies	300.00		300.00			300.00	15.99		
Educational Supplies									
Public Works Supplies	527,339.00		527,339.00	12,803.00		514,536.00	339,676.89	428,392.42	435,063.04
Other Supplies & Equipment	6,080.00		6,080.00			6,080.00	1,959.17	2,220.96	8,355.48
Governmental Charges	13,600.00		13,600.00			13,600.00	12,758.55	10,548.60	10,932.36
Travel & Mileage	1,100.00		1,100.00			1,100.00		252.19	
Dues & Subscriptions	3,400.00		3,400.00			3,400.00	2,044.00	2,380.50	3,698.12
Other							200.00	500.00	250.00
Expense	1,361,349.00		1,361,349.00	66,585.00	5.1%	1,294,764.00	986,127.09	1,164,738.68	1,132,632.06
MWRA Assessment	1,670,433.00		1,670,433.00			1,670,433.00	1,122,902.00	1,412,327.00	856,049.00
Capital Equipment				(40,000.00)		40,000.00	15,000.00	15,000.00	20,000.00
Operating Budget	4,524,310.00		4,524,310.00	61,704.00	1.4%	4,462,606.00	3,311,295.76	3,725,071.11	3,266,822.08
Debt Service	1,250,000.00		1,250,000.00			1,250,000.00	1,244,543.07	1,177,829.44	1,384,916.70
Reserve Fund	75,000.00		75,000.00			75,000.00			
TOTAL	5,849,310.00		5,849,310.00	61,704.00	1.1%	5,787,606.00	4,555,838.83	4,902,900.55	4,651,738.78

Fiscal Year 2023 Proposed Budget

Position Register Summary Description	Sch Grd	FY23 FTE	FY23 Estimate	FY23 %	FY22 FTE	FY22 Current	FY21 FTE	FY21 Final Budget
Division Super Water & Sewer	12	1.00	116,500	4.5%	1.00	111,453	1.00	102,985
Assistant Superintendent	9	1.00	82,095	3.5%	1.00	79,331	1.00	83,109
Administrative Analyst	6	1.00	65,052	4.1%	1.00	62,498	1.00	58,325
Finance Assistant	I4	1.00	61,094	4.6%	1.00	58,383	1.00	57,389
Heavy Motor Equipment Operator	N4	1.00	64,605	3.5%	1.00	62,434	1.00	61,090
Laborers	N2/3	4.00	242,528	7.7%	4.00	225,223	4.00	216,548
Public Works Craftsworker	N4	2.00	124,779	1.8%	2.00	122,615	2.00	122,180
Public Works Inspector	N6	1.00	74,277	3.2%	1.00	72,005	1.00	70,491
Public Works Technician	N4	1.00	68,702	3.0%	1.00	66,728	1.00	64,002
Water Treatment Facility Manager	10	1.00	96,057	1.9%	1.00	94,249	1.00	89,174
Water Treatment Operator	N4	2.00	137,404	2.9%	2.00	133,520	2.00	130,582
Working Foreman	N7	1.00	75,587	3.3%	1.00	73,182	1.00	70,491
Longevity			24,629	15.1%		21,399		19,298
Differential			26,195	-11.6%		29,633		29,299
Education								
Extra Holiday								
Other Pay								
Stipends								
Budget Adjustment			(78,565)	19.4%		(65,816)		(92,189)
Total		17.00	1,180,939	3.0%	17.00	1,146,837	17.00	1,082,774

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Fiscal Year 2023 Proposed Budget

Townwide Expense Budget			
Townwide Budget		Minuteman Assessment	
Purpose of the Budget			
Minuteman School is a public regional vocational/technical high school. The District includes nine member towns: Acton, Arlington, Bolton, Concord, Dover, Lancaster, Lexington, Needham and Stow. In accordance with M.G.L. c. 74, Minuteman also provides services to surrounding non-member communities on a tuition basis. Minuteman is designed to provide a combination of career-focused high school learning and college preparation.			
Budget Activities			
The Minuteman assessment is spread among the member towns and fluctuates based on the total change in the Minuteman budget versus member town enrollment. This budget estimate is based on budget growth assumptions and Needham’s share of the total enrollment, as well as assumptions about Needham’s share of the capital investment in the new High School. The final assessment will be available in early 2022. Historical full-time student enrollment is shown below:			
Full-Time High School Student Enrollment			
2012/2013 School Year		27	
2013/2014 School Year		34	
2014/2015 School Year		22	
2015/2016 School Year		24	
2016/2017 School Year		21	
2017/2018 School Year		20	
2018/2019 School Year		21	
2019/2020 School Year		24	
2020/2021 School Year		27	
2021/2022 School Year		31	
Five Year Average		24.6	
Ten Year Average		25.1	
Budget Changes			
There are 653 students enrolled at Minuteman this year, 588 of whom are from member towns. School administrators believe that if total enrollment remains static, the entire enrollment will be from member communities within a few years. This would eliminate out of district tuition and capital fees, which may result in an increase in the Town’s assessment.			
The Minuteman Assessment is based on the following components: minimum required contribution, operating assessment, transportation, debt and capital assessment, building project debt, and post-graduate assessments. The Minuteman School District has not completed its estimate of the assessments for member towns. Based on early projections and increasing Needham enrollment, the estimated budget represents a 5% increase over the FY2022 per student cost. The budget request will be updated when preliminary assessments are released.			
Spending Request Recap			
Description	Base Request	Related to DSR4	Total
Minuteman Assessment	\$1,483,173		\$1,483,173
V2023			

Fiscal Year 2023 Proposed Budget

Minuteman	FY2023 DSR2 Request	FY2023 DSR4 Request	FY2023 Total Request	Total \$ Change from FY2021	Total % Change	FY2022 Budgeted	FY2021 Expenditure	FY2020 Expenditures	FY2019 Expenditures
Assessment	1,483,173	0	1,483,173	252,886		1,230,287	1,112,549	1,084,783	914,236
TOTAL	1,483,173	0	1,483,173	252,886	20.6%	1,230,287	1,112,549	1,084,783	914,236

School Department Budget

Submitted under separate cover

Special Financial Warrant Article Requests

Fiscal Year 2023 Proposed Budget

Special Financial Warrant Article Request DSR5			
Title	Needham Council for Arts and Culture Programs		
Fiscal Year	2023	Department	Office of the Town Manager
Funding Amount	\$25,000	Funding Source	General Fund
Article Information			
Text of Proposed Article: "To see if the Town of Needham will vote to raise and/or transfer and appropriate the sum of \$25,000 for the purpose of funding expenses related to supporting community-based project and activities in the performing and visual arts, humanities, and interpretive sciences, to be spent under the direction of the Town Manager, and to meet this appropriation that said sum be transferred from Free Cash; or take any other action relative thereto." The purpose of the Needham Council for Arts and Culture (NCAC) is to support community-based projects and activities in the performing and visual arts, humanities, and interpretive sciences to benefit the residents of Needham. The NCAC requests funding in the amount of \$25,000 to be used over the next three fiscal years to support local programming in Needham. The objective behind seeking multi-year funding is to allow the Council to implement longer term planning and have a bigger impact on the number of people its programming reaches. The request of \$25,000 is intended to match the anticipated amount the Massachusetts Cultural Council distributes to the Town annually, which was \$7,800 in 2021. Supplementing the MCC's distribution with municipal funding would allow the NCAC to: (1) fund more of the grant requests received from local artists and community groups and (2) implement additional NCAC-led local programming, such as public art projects or a town-wide arts festival. The NCAC funds projects and programs that support the cultural vitality of Needham. Individual grant requests typically range from \$150-\$750 and support individual artists and organizations that serve Needham residents young and old in local venues such as the Center at the Heights, Gorse Mills Studios, Needham Public Schools, Needham Public Library, Arlekin Players Theater, and Town Hall. Funding is dispersed directly to artists through the NCAC's program, which has received 450 grant requests since its inception in 1998. Due to limited funding, over 33% of grant requests have been denied, resulting in the majority of unfunded applicants reducing or canceling their programming. On average, the FY 2021 grants that were awarded were \$350. All grants directly benefit the community through events, public art, and community art projects such as Arts in the Park, Needham Open Studios, New Years Needham, and Needham Diversity Initiative. Lectures, concerts, and performances such as these bring the community together. It is especially important, now more than ever, to nurture community connection and support those who have been disproportionately impacted by the pandemic.			
Disclosures		YES	NO
1. Was this request submitted last year?			X
2. Is this a recurring special financial warrant article?			X
3. Is this a matching grant funding request?			X
4. Is this a CPA funding request?			X
5. Is this a revolving fund request?			X
6. Is this a pilot program request?		X	
7. Is this a study?			X
8. Is this a program that is planned to be in place for more than one year?		X	

Special Financial Warrant Article Request DSR5			
Title	Needham Council for Arts and Culture Programs		
9. Is this required by a court or other jurisdictional order?			X
10. Is this a personnel related request?			X
11. Is this a local option acceptance request?			X
12. Is this in support of a goal of a Board or Committee?	X		
<i>All "YES" responses must be explained Below</i>			
Disclosure Explanation			
6. Is this a pilot program request? Yes, this is the first time the NCAC is requesting municipal funding to support its mission and expand its reach. If approved, the Council will use its experience utilizing this warrant article to inform future budget requests. 8. Is this a program that is planned to be in place for more than one year? Yes, the request is to be able to spend the funds over 3 fiscal years. This will allow the NCAC to provide supplemental funding across multiple rounds of grant applications and do more long-term planning and implementation of community art projects and events. 12. Is this in support of a goal of a Board or Committee? Yes, this supports the charge of the NCAC, "to support community-based projects and activities in the performing and visual arts, humanities and interpretive sciences to benefit the residents of Needham." It also aligns with the Select Board's FY 2022 Goal #4 for Needham to be a healthy and socially thriving community that "promotes the installation of art and community-led art projects."			
V2023			

Fiscal Year 2023 Proposed Budget

Special Financial Warrant Article Request DSR5												
Title	Diversity, Equity, and Inclusion Program											
Fiscal Year	2023	Department	Office of the Town Manager									
Funding Amount	\$100,000	Funding Source	General Fund									
Article Information												
Text of Proposed Article: "To see if the Town will vote to raise and/or transfer and appropriate the sum of \$100,000 for the purpose of funding expenses related to a diversity, equity, and inclusion program in Town, to be spent under the direction of the Town Manager, and to meet this appropriation that said sum be transferred from Free Cash; or take any other action relative thereto." The Select Board created the Needham Unite Against Racism Initiative (NUARI) and an associated working group in 2020. The working group drafted a race equity vision for Needham that was adopted by the Select Board and by a resolution of Town Meeting. In concert with the NUARI working group, the Select Board voted to pursue a number of specific initiatives over the coming several years, to include: <table border="1"> <tr> <td>Identify and implement strategies to hire, support, and retain diverse staff at every level of the organization; measure efforts and provide annual updates on progress.</td> </tr> <tr> <td>Continue to provide diversity, equity, and inclusion professional development opportunities for all staff geared towards deepening understanding and becoming culturally responsive, anti-racist, and anti-biased members of the Needham community.</td> </tr> <tr> <td>Create a framework for how community members can effectively engage in conversations around race, diversity, equity, and inclusion, to build relationships and a stronger understanding of different perspectives and lived experiences.</td> </tr> <tr> <td>Make intentional efforts and identify creative ideas for community outreach to diversify the candidate pool for all appointed Boards and Committees; measure progress.</td> </tr> <tr> <td>Continue NUARI working group meetings for FY2022, reviewing and providing guidance on recommendations, and provide support to other Boards & Committees on how to apply NUARI principles to their work.</td> </tr> <tr> <td>Encourage Needham non-profit organizations, civic groups, and businesses to adopt or endorse, as appropriate, the NUARI vision statement.</td> </tr> <tr> <td>Include a question in the bi-annual Town survey to gauge residents' perceptions of how welcoming and inclusive the Needham community is.</td> </tr> <tr> <td>Provide support to other Boards & Committees on how to apply NUARI principles to their work.</td> </tr> <tr> <td>Work with the Human Rights Committee to develop a discrimination complaint process and provide forums where individuals feel comfortable discussing their concerns related to diversity, equity, and/or inclusion; consult with the HRC on their role and next steps.</td> </tr> </table> The proposed warrant article will support a multi-year effort to find new and creative ways to implement these objectives, focused on training, development and implementation strategies for Town staff, and for helping government and civic organizations review their programs and services to determine where there may be opportunities for increased diversity, equity, and inclusion.				Identify and implement strategies to hire, support, and retain diverse staff at every level of the organization; measure efforts and provide annual updates on progress.	Continue to provide diversity, equity, and inclusion professional development opportunities for all staff geared towards deepening understanding and becoming culturally responsive, anti-racist, and anti-biased members of the Needham community.	Create a framework for how community members can effectively engage in conversations around race, diversity, equity, and inclusion, to build relationships and a stronger understanding of different perspectives and lived experiences.	Make intentional efforts and identify creative ideas for community outreach to diversify the candidate pool for all appointed Boards and Committees; measure progress.	Continue NUARI working group meetings for FY2022, reviewing and providing guidance on recommendations, and provide support to other Boards & Committees on how to apply NUARI principles to their work.	Encourage Needham non-profit organizations, civic groups, and businesses to adopt or endorse, as appropriate, the NUARI vision statement.	Include a question in the bi-annual Town survey to gauge residents' perceptions of how welcoming and inclusive the Needham community is.	Provide support to other Boards & Committees on how to apply NUARI principles to their work.	Work with the Human Rights Committee to develop a discrimination complaint process and provide forums where individuals feel comfortable discussing their concerns related to diversity, equity, and/or inclusion; consult with the HRC on their role and next steps.
Identify and implement strategies to hire, support, and retain diverse staff at every level of the organization; measure efforts and provide annual updates on progress.												
Continue to provide diversity, equity, and inclusion professional development opportunities for all staff geared towards deepening understanding and becoming culturally responsive, anti-racist, and anti-biased members of the Needham community.												
Create a framework for how community members can effectively engage in conversations around race, diversity, equity, and inclusion, to build relationships and a stronger understanding of different perspectives and lived experiences.												
Make intentional efforts and identify creative ideas for community outreach to diversify the candidate pool for all appointed Boards and Committees; measure progress.												
Continue NUARI working group meetings for FY2022, reviewing and providing guidance on recommendations, and provide support to other Boards & Committees on how to apply NUARI principles to their work.												
Encourage Needham non-profit organizations, civic groups, and businesses to adopt or endorse, as appropriate, the NUARI vision statement.												
Include a question in the bi-annual Town survey to gauge residents' perceptions of how welcoming and inclusive the Needham community is.												
Provide support to other Boards & Committees on how to apply NUARI principles to their work.												
Work with the Human Rights Committee to develop a discrimination complaint process and provide forums where individuals feel comfortable discussing their concerns related to diversity, equity, and/or inclusion; consult with the HRC on their role and next steps.												
Disclosures		YES	NO									
1. Was this request submitted last year?			X									
2. Is this a recurring special financial warrant article?			X									
3. Is this a matching grant funding request?			X									
4. Is this a CPA funding request?			X									

Special Financial Warrant Article Request DSR5			
Title	Diversity, Equity, and Inclusion Program		
5. Is this a revolving fund request?			X
6. Is this a pilot program request?	X		
7. Is this a study?			X
8. Is this a program that is planned to be in place for more than one year?	X		
9. Is this required by a court or other jurisdictional order?			X
10. Is this a personnel related request?			X
11. Is this a local option acceptance request?			X
12. Is this in support of a goal of a Board or Committee?	X		
<i>All "YES" responses must be explained Below</i>			
Disclosure Explanation			
6. Is this a pilot program request? Yes. The funding will support approximately two years of program implementation, which then can be evaluated and considered for extension or modification. 8. Is this a program that is planned to be in place for more than one year? Yes, the request is to be able to spend the funds over approximately two fiscal years. 12. Is this in support of a goal of a Board or Committee? Yes, this supports Select Board FY2022 – FY2023 Goal #4: Healthy and Socially Thriving - Needham residents enjoy high levels of physical and mental well-being and abundant recreational, cultural and educational opportunities in an environment where human rights are respected, diversity is celebrated, and neighbors feel connected. Needham: • Cultivates a wide range of recreational, cultural, educational, civic and social opportunities for all socioeconomic and age groups. • Supports the physical and mental well-being of its community members. • Fosters inclusion, diversity and equity. Promotes the installation of art and opportunities for community-led art projects.			
V2023			

Special Financial Warrant Article Request DSR5			
Title	Parking Study		
Fiscal Year	2023	Department	Office of the Town Manager
Funding Amount	\$135,000	Funding Source	General Fund
Article Information			
Text of Proposed Article: "To see if the Town will vote to raise and/or transfer and appropriate the sum of \$135,000 for the purpose of funding expenses related to a study of parking in Town, to be spent under the direction of the Town Manager, and to meet this appropriation of that said sum be transferred from Free Cash; or take any other action relative thereto." This article request is for funds for a study of the parking in Needham Center. This area includes Great Plain Avenue from Linden Street to Warren Street, Chestnut Street from School Street to Great Plain Avenue, Chapel Street from Great Plain Avenue to May Street, and Highland Avenue from Great Plain Avenue to May Street. This study would review and create an inventory of all forms of public parking, including on-street and metered spaces as well as town-owned lots and do the same for all privately owned parking throughout the downtown, including MBTA owned lots. It would analyze the utilization of parking in that area throughout various times of day, including peak business hours, overnight, and weekends. The goal of the study is to inform the Select Board's decision-making with respect to public parking options in areas in and around Needham Center and Needham Heights, aligned with the new streetscape design, outdoor dining, and overall interest in more pedestrian-friendly amenities. Payment options would be considered as part of this study.			
Disclosures		YES	NO
1. Was this request submitted last year?			X
2. Is this a recurring special financial warrant article?			X
3. Is this a matching grant funding request?			X
4. Is this a CPA funding request?			X
5. Is this a revolving fund request?			X
6. Is this a pilot program request?			X
7. Is this a study?		X	
8. Is this a program that is planned to be in place for more than one year?			X
9. Is this required by a court or other jurisdictional order?			X
10. Is this a personnel related request?			X
11. Is this a local option acceptance request?			X
12. Is this in support of a goal of a Board or Committee?		X	
All "YES" responses must be explained Below			
Disclosure Explanation			
7. This is a study. 12. This is in support of the Select Board Goal 3.1: Seek Funding for a Parking Study that will evaluate parking needs, options, and types in the business districts and identify technology to manage parking.			
V2023			

Fiscal Year 2023 Proposed Budget

Special Financial Warrant Article Request DSR5			
Title	Small Repair Grant Program		
Fiscal Year	2023	Department	Planning & Community Development
Funding Amount	\$50,000.00	Funding Source	Tax Levy
Article Information			
The Small Repair Grant Program provides financial assistance to low-and moderate-income Needham residents to make repairs and alterations to their homes for health and safety reasons. Up to \$5,000 in grant funding is currently available per participant, and applications will be evaluated and prioritized based on the extent of the health and safety problems and the financial need of the applicants. Eligible applicants must be 60 years or older or have a disability with incomes at or below 80% of area median income. Grants are awarded during two funding rounds per year. This request seeks to provide funding for the program in the 2023 fiscal year. Program funding in the amount of \$50,000 was previously appropriated in the 2020 fiscal year and again in the 2022 fiscal year. Because CPA funding is restricted to housing improvements involving properties that were acquired or built with CPA assistance, funds from the General/Enterprise Fund have been used. Eligible work items include minor plumbing or electrical work, light carpentry, doorbell switches, window or door repairs or replacements, railing repairs, broken or clogged gutters or downspouts, step or porch improvements, work on locks, smoke/CO2 detectors, weather stripping, bathroom grab board, raised toilets, hand-held shower heads, among others. The Small Repair Grant Program responds to findings and recommendations in the Council on Aging and Needham Public Health Division's Assessment of Housing and Transit Options for Needham seniors which indicated that one of the major barriers to aging in place involves the costliness of modifying existing homes to increase accessibility. Repairs made during the Program's first two years of operations indicate that most repairs related to accessibility including walkway and railing improvements for example. Most repairs also involved work on the exterior of homes which is not surprising given the pandemic. Almost all of the grants involve the maximum amount available or \$4,000 for the first year and \$5,000 for the second. All of the funding from the 2020 fiscal year appropriation was encumbered with 13 initial participants, however, one participant dropped out due to limited capacity to follow through on the work and another ultimately did not require the full amount of the awarded grant. Consequently, almost \$6,000 was folded over to support 2022 fiscal year applicants. The first round of the 2022 fiscal year involved six qualifying participants with a total funding commitment of \$25,418. The second round of funding was launched in October 2021 with applications due by November 1, 2021. It is anticipated that the current 2022 fiscal year appropriation will be committed during the program's second round.			
Disclosures		YES	NO
1. Was this request submitted last year?		X	
2. Is this a recurring special financial warrant article?			X
3. Is this a matching grant funding request?			X
4. Is this a CPA funding request?			X
5. Is this a revolving fund request?			X
6. Is this a pilot program request?			X

Fiscal Year 2023 Proposed Budget

Special Financial Warrant Article Request DSR5			
Title	Small Repair Grant Program		
7. Is this a study?			X
8. Is this a program that is planned to be in place for more than one year?	X		
9. Is this required by a court or other jurisdictional order?			X
10. Is this a personnel related request?			X
11. Is this a local option acceptance request?			X
12. Is this in support of a goal of a Board or Committee?	X		
<i>All "YES" responses must be explained Below</i>			
Disclosure Explanation			
The funding request responds to a Select Board principle that the Town be an age-friendly community.			
V2023			

Fiscal Year 2023 Proposed Budget

Special Financial Warrant Article Request DSR5			
Title	Town Owned Land Surveys		
Fiscal Year	2023	Department	Department of Public Works – General Fund
Funding Amount	100,000	Funding Source	General Fund
Article Information			
Text of the Proposed Article: "To see if the Town will vote to raise and/or transfer and appropriate the sum of \$100,000 for the purpose of funding the Town Owned Land Surveys, said sum to be spent under the direction of the Town Manager, and take any other action relative thereto." The Town has acquired land over the years that has never been surveyed. In recent years, when the Town has done construction on a parcel that it has acquired, the survey has been incorrect, and this has created delays in the project. This request is to conduct surveys on land that the Town has acquired. This will reduce unnecessary expenses and assist in long range planning. The survey work would include performing research, field work, analysis, the installation of bounds or markers, drafting work and recording of the completed plan. The proposed amount of \$100,000 per year will support, on average, two surveys or one more complex survey. Top Priorities for Surveys • Wooded Area at Great Plain Ave & Harris Ave • Wooded Lot Northeast of Ridge Hill • Wooded Lot in front of 478 Charles River St • Hatfield Park • Vesta Park • Dedham Avenue Parking Lot • Wooded Area between May St and Glendoon Ave • Wooded Area at Birch St & West St • 567 Central Ave • 573 Central Ave • 597 Central Ave • 603 Central Ave			
Disclosures		YES	NO
1. Was this request submitted last year?		X	
2. Is this a recurring special financial warrant article?		X	
3. Is this a matching grant funding request?			X
4. Is this a CPA funding request?			X
5. Is this a revolving fund request?			X
6. Is this a pilot program request?			X
7. Is this a study?			X
8. Is this a program that is planned to be in place for more than one year?		X	
9. Is this required by a court or other jurisdictional order?			X
10. Is this a personnel related request?			X
11. Is this a local option acceptance request?			X
12. Is this in support of a goal of a Board or Committee?			X
All "YES" responses must be explained Below			
Disclosure Explanation			
1. Yes, this request was submitted last year.			

Special Financial Warrant Article Request DSR5	
Title	Town Owned Land Surveys
2. Yes, this is a recurring special financial warrant article. The Town has a backlog of surveys that need to be conducted, and this will take multiple years. 8. Yes, this is a multiple year program.	
V2023	

Fiscal Year 2023 Proposed Budget

Special Financial Warrant Article Request DSR5			
Title	RTS Service Model Study		
Fiscal Year	2023	Department	Department of Public Works – General Fund
Funding Amount	50,000	Funding Source	General Fund
Article Information			
Text of Proposed Article: "To see if the Town will vote to raise and/or transfer and appropriate the sum of \$50,000 for the purpose of funding expenses related to a study of the Recycling and Transfer Station Service Model, to be spent under the direction of the Town Manager, and to meet this appropriation that said sum be transferred from Free Cash; or take any other action relative thereto." This article request is for funds for a study to evaluate trash and recycling options, including town wide pick up, drop off, or a combination of both. This study would evaluate what infrastructure is needed to implement all options, what the costs (both start up and annual) would be, what staffing would be needed, and a timeline. The study would research the residents' preferred method of trash removal. It would also look at what options there are for the Recycling and Transfer Station in each possible option.			
Disclosures		YES	NO
1. Was this request submitted last year?			X
2. Is this a recurring special financial warrant article?			X
3. Is this a matching grant funding request?			X
4. Is this a CPA funding request?			X
5. Is this a revolving fund request?			X
6. Is this a pilot program request?			X
7. Is this a study?		X	
8. Is this a program that is planned to be in place for more than one year?			X
9. Is this required by a court or other jurisdictional order?			X
10. Is this a personnel related request?			X
11. Is this a local option acceptance request?			X
12. Is this in support of a goal of a Board or Committee?		X	
<i>All "YES" responses must be explained Below</i>			
Disclosure Explanation			
7. This is a study. 12. This is in support of the Select Board goal 1.05: Evaluate RTS Service Delivery Model to Guide Long-Term Investment and Review Operational Efficiencies in the Short-Term.			
V2023			

Fiscal Year 2023 Proposed Budget

Special Financial Warrant Article Request DSR5			
Title	Facilities Maintenance Warrant Article		
Fiscal Year	2023	Department	Department of Public Works – General Fund
Funding Amount	1,000,000	Funding Source	General Fund
Article Information			
“To see if the Town will vote to raise and/or transfer and appropriate the sum of \$1,000,000 for the purpose of funding the Facilities Maintenance Program, said sum to be spent under the direction of the Town Manager, and to meet this appropriation that \$1,000,000 be transferred from Free Cash; or take any other action relative thereto.” The Facilities Maintenance Program includes annual maintenance of public buildings throughout the Town and School Department, including, but not limited to, asbestos abatement, duct cleaning, painting, and other repairs and necessary upgrades. In 2020, the School Facilities Master Plan was released, indicating a number of major repairs in the school buildings. DPW is requesting \$1,000,000 to continue to address the recommended repairs in the Master Plan as well as the planned projects. Projects such as replacing the domestic hot water heaters for the Newman School, heat wheels replacement in the Newman School, floor replacement at the Newman, and AC Upgrades at the Mitchell. The continued increase in funding is also so we can address the projects originally scheduled for this article, including duct cleaning at the Newman School and Town Hall, carpet replacement at the Library, and wood floor refinishing at various school building. Additional projects will be identified as the time gets closer.			
Disclosures		YES	NO
1. Was this request submitted last year?		X	
2. Is this a recurring special financial warrant article?		X	
3. Is this a matching grant funding request?			X
4. Is this a CPA funding request?			X
5. Is this a revolving fund request?			X
6. Is this a pilot program request?			X
7. Is this a study?			X
8. Is this a program that is planned to be in place for more than one year?		X	
9. Is this required by a court or other jurisdictional order?			X
10. Is this a personnel related request?			X
11. Is this a local option acceptance request?			X
12. Is this in support of a goal of a Board or Committee?		X	
<i>All “YES” responses must be explained Below</i>			
Disclosure Explanation			
1. Yes, this request was submitting last year. 2. Yes, this is a recurring special financial warrant article to perform annual maintenance on public buildings throughout the Town. 8. Yes, this program will continue to be in place for more than one year as maintenance on public buildings will be necessary every year. However, the specific maintenance items completed under this request will occur in cycles, and as a result, will vary year to year. 12. Maximize the use of Town assets and ensure that Town and School services are housed in buildings that provide suitable and effective environments.			
V2022			

Fiscal Year 2023 Proposed Budget

Special Financial Warrant Article Request DSR5			
Title	Transportation Network Company – Transportation Improvements		
Fiscal Year	2023	Department	Department of Public Works – General Fund
Funding Amount	17,059.20	Funding Source	Commonwealth Transportation Infrastructure Enhancement Trust Fund - MassDOT

Article Information

Text of Proposed Article: "To see if the Town will vote to appropriate funds from the Commonwealth Transportation Infrastructure Enhancement Trust Fund in the sum of \$17,059.20 for the purpose of infrastructure improvements, said sum to be spent under the direction of the Town Manager, and take any other action relative thereto."

The Transportation Network Companies ("TNCs") in Massachusetts for the 2017 calendar year and the requirement of a \$0.20 per-ride assessment. St. 2016, c. 187, § 8. The Transportation Network Company Division ("Division") of the Department of Public Utilities ("Department"), as the oversight authority for TNCs, has recently collected assessments from all TNCs and will be proportionately distributing the funds to municipalities.

Chapter 187 of the Acts of 2016 established a Commonwealth Transportation Infrastructure Fund ("Fund"). St. 2016, c. 187, § 8(a). As required, each TNC has submitted to the Division the number of rides from the previous calendar year that originated within each city or town and a per-ride assessment of \$0.20, which has been credited to the Fund. St. 2016, c. 187, § 8(a). One-half (½) of the amount received from the Fund will be distributed proportionately to each city and town based on the number of rides that originated in that city or town. St. 2016, c. 187, § 8(c)(i).

The distributed funds are special revenue. The funds must be used "to address the impact of transportation network services on municipal roads, bridges and other transportation infrastructure or any other public purpose substantially related to the operation of transportation network services in the city or town including, but not limited to, the complete streets program established in [G.L. c. 90I, § 1] and other programs that support alternative modes of transportation." St. 2016, c. 187, § 8(c)(i).

The exact amount will be determined as the time gets closer and is dependent on the Commonwealth.

Disclosures	YES	NO
1. Was this request submitted last year?	X	
2. Is this a recurring special financial warrant article?	X	
3. Is this a matching grant funding request?		X
4. Is this a CPA funding request?		X
5. Is this a revolving fund request?		X
6. Is this a pilot program request?		X
7. Is this a study?		X
8. Is this a program that is planned to be in place for more than one year?	X	
9. Is this required by a court or other jurisdictional order?		X

Special Financial Warrant Article Request DSR5			
Title	Transportation Network Company – Transportation Improvements		
10. Is this a personnel related request?			X
11. Is this a local option acceptance request?			X
12. Is this in support of a goal of a Board or Committee?			X
<i>All "YES" responses must be explained Below</i>			
Disclosure Explanation			
1. This request was submitted last year. 2. This is a recurring special financial warrant article, as additional funds from the Commonwealth Transportation Infrastructure Enhancement Trust Fund may be available for the Town to spend in future years. 8. Yes, this program is planned to be in place for more than one year.			
			V2023

Fiscal Year 2023 Proposed Budget

Special Financial Warrant Article Request DSR5			
Title	NPDES Support		
Fiscal Year	2023	Department	Sewer Enterprise
Funding Amount	195,000	Funding Source	General Fund
Article Information			
Text of the Proposed Article: "To see if the Town will vote to raise and/or transfer and appropriate the sum of \$195,000 for the purpose of funding expenses related to National Pollution Discharge Elimination System (NPDES) permit compliance, to be spent under the direction of the Town Manager, and to meet this appropriation that said sum be raised from the Tax Levy; or take any other action relative thereto." This Article request is for funds to comply with the National Pollutant Discharge Elimination System (NPDES) permit. Needham is subject to a Total Maximum Daily Load (TMDL) requirement for phosphorus and pathogens. The amount of phosphorus discharging to waterbodies and their tributaries from urbanized area stormwater must be reduced by 55%, and pathogens must be eliminated and/or reduced to the maximum extent practicable through the use of enhanced structural and non-structural methods known as "Best Management Practices (BMP)." This funding will be sought on an annual basis to inspect and evaluate all BMPs Town-wide, clean and inspect brooks and culverts, rehabilitate and/or replace catch basins and drainpipes, and respond to findings from CCTV inspections. This maintenance work will be performed in conjunction with the capital funding project request included in the General Fund Cash Capital Article.			
Disclosures		YES	NO
1. Was this request submitted last year?		X	
2. Is this a recurring special financial warrant article?		X	
3. Is this a matching grant funding request?			X
4. Is this a CPA funding request?			X
5. Is this a revolving fund request?			X
6. Is this a pilot program request?			X
7. Is this a study?			X
8. Is this a program that is planned to be in place for more than one year?		X	
9. Is this required by a court or other jurisdictional order?		X	
10. Is this a personnel related request?			X
11. Is this a local option acceptance request?			X
12. Is this in support of a goal of a Board or Committee?		X	
All "YES" responses must be explained Below			
Disclosure Explanation			
1. This request was submitted last year. 2. This is a recurring special financial warrant article. 8. This is a program planned to be in place for the upcoming years. 9. This request is in response to the NPDES permit. 12. This is in support of the Select Board's goal to develop a plan for NPDES compliance.			

V2023

Fiscal Year 2023 Proposed Budget

Special Financial Warrant Article Request DSR5			
Title	Facilities Maintenance Warrant Article		
Fiscal Year	2024	Department	Department of Public Works – General Fund
Funding Amount	1,000,000	Funding Source	General Fund
Article Information			
To see if the Town will vote to raise and/or transfer and appropriate the sum of \$1,000,000 for the purpose of funding the Facilities Maintenance Program, said sum to be spent under the direction of the Town Manager, and to meet this appropriation that \$1,000,000 be transferred from Free Cash; or take any other action relative thereto.” The Facilities Maintenance Program includes annual maintenance of public buildings throughout the Town and School Department, including, but not limited to, asbestos abatement, duct cleaning, painting, and other repairs and necessary upgrades. In 2020, the School Facilities Master Plan was released, indicating a number of major repairs in the school buildings. DPW is requesting \$1,000,000 to continue to address the recommended repairs in the Master Plan as well as the planned projects. The increase in funding is also so we can address the projects originally scheduled for this article, including duct cleaning at High Rock, Mitchell, PSAB, and the CATH Buildings, and wood floor refinishing at various school buildings. Additional projects will be identified as the time gets closer. Any remaining amount in the article is reserved for any additional repairs that come up and are above the usual operating budget			
Disclosures		YES	NO
1. Was this request submitted last year?		X	
2. Is this a recurring special financial warrant article?		X	
3. Is this a matching grant funding request?			X
4. Is this a CPA funding request?			X
5. Is this a revolving fund request?			X
6. Is this a pilot program request?			X
7. Is this a study?			X
8. Is this a program that is planned to be in place for more than one year?		X	
9. Is this required by a court or other jurisdictional order?			X
10. Is this a personnel related request?			X
11. Is this a local option acceptance request?			X
12. Is this in support of a goal of a Board or Committee?		X	
All “YES” responses must be explained Below			
Disclosure Explanation			
1. Yes, this request was submitting last year. 2. Yes, this is a recurring special financial warrant article to perform annual maintenance on public buildings throughout the Town. 8. Yes, this program will continue to be in place for more than one year as maintenance on public buildings will be necessary every year. However, the specific maintenance items completed under this request will occur in cycles, and as a result, will vary year to year. 12. Maximize the use of Town assets and ensure that Town and School services are housed in buildings that provide suitable and effective environments.			
V2022			

Fiscal Year 2023 Proposed Budget

Special Financial Warrant Article Request DSR5			
Title	Facilities Maintenance Warrant Article		
Fiscal Year	2025	Department	Department of Public Works – General Fund
Funding Amount	1,000,000	Funding Source	General Fund
Article Information			
To see if the Town will vote to raise and/or transfer and appropriate the sum of \$1,000,000 for the purpose of funding the Facilities Maintenance Program, said sum to be spent under the direction of the Town Manager, and to meet this appropriation that \$1,000,000 be transferred from Free Cash; or take any other action relative thereto.” The Facilities Maintenance Program includes annual maintenance of public buildings throughout the Town and School Department, including, but not limited to, asbestos abatement, duct cleaning, painting, and other repairs and necessary upgrades. In 2020, the School Facilities Master Plan was released, indicating a number of major repairs in the school buildings. DPW is requesting \$1,000,000 to continue to address the recommended repairs in the Master Plan as well as the planned projects. The increase in funding is also so we can address the projects originally scheduled for this article, including duct cleaning at the Needham High School, and wood floor refinishing at various school building. Additional projects will be identified as the time gets closer. Any remaining amount in the article is reserved for any additional repairs that come up and are above the usual operating budget			
Disclosures		YES	NO
1. Was this request submitted last year?		X	
2. Is this a recurring special financial warrant article?		X	
3. Is this a matching grant funding request?			X
4. Is this a CPA funding request?			X
5. Is this a revolving fund request?			X
6. Is this a pilot program request?			X
7. Is this a study?			X
8. Is this a program that is planned to be in place for more than one year?		X	
9. Is this required by a court or other jurisdictional order?			X
10. Is this a personnel related request?			X
11. Is this a local option acceptance request?			X
12. Is this in support of a goal of a Board or Committee?		X	
<i>All “YES” responses must be explained Below</i>			
Disclosure Explanation			
1. Yes, this request was submitting last year. 2. Yes, this is a recurring special financial warrant article to perform annual maintenance on public buildings throughout the Town. 8. Yes, this program will continue to be in place for more than one year as maintenance on public buildings will be necessary every year. However, the specific maintenance items completed under this request will occur in cycles, and as a result, will vary year to year. 12. Maximize the use of Town assets and ensure that Town and School services are housed in buildings that provide suitable and effective environments.			
V2022			

Special Financial Warrant Article Request DSR5			
Title	NPDES Support		
Fiscal Year	2024	Department	Sewer Enterprise
Funding Amount	195,000	Funding Source	General Fund
Article Information			
Text of the Proposed Article: "To see if the Town will vote to raise and/or transfer and appropriate the sum of \$195,000 for the purpose of funding expenses related to National Pollution Discharge Elimination System (NPDES) permit compliance, to be spent under the direction of the Town Manager, and to meet this appropriation that said sum be raised from the Tax Levy; or take any other action relative thereto." This Article request is for funds to comply with the National Pollutant Discharge Elimination System (NPDES) permit. Needham is subject to a Total Maximum Daily Load (TMDL) requirement for phosphorus and pathogens. The amount of phosphorus discharging to waterbodies and their tributaries from urbanized area stormwater must be reduced by 55%, and pathogens must be eliminated and/or reduced to the maximum extent practicable through the use of enhanced structural and non-structural methods known as "Best Management Practices (BMP)." This funding will be sought on an annual basis to inspect and evaluate all BMPs Town-wide, clean and inspect brooks and culverts, rehabilitate and/or replace catch basins and drainpipes, and respond to findings from CCTV inspections. This maintenance work will be performed in conjunction with the capital funding project request included in the General Fund Cash Capital Article.			
Disclosures		YES	NO
1. Was this request submitted last year?		X	
2. Is this a recurring special financial warrant article?		X	
3. Is this a matching grant funding request?			X
4. Is this a CPA funding request?			X
5. Is this a revolving fund request?			X
6. Is this a pilot program request?			X
7. Is this a study?			X
8. Is this a program that is planned to be in place for more than one year?		X	
9. Is this required by a court or other jurisdictional order?		X	
10. Is this a personnel related request?			X
11. Is this a local option acceptance request?			X
12. Is this in support of a goal of a Board or Committee?		X	
All "YES" responses must be explained Below			
Disclosure Explanation			
1. This request was submitted last year. 2. This is a recurring special financial warrant article. 8. This is a program planned to be in place for the upcoming years. 9. This request is in response to the NPDES permit. 12. This is in support of the Select Board's goal to develop a plan for NPDES compliance.			

V2023

Special Financial Warrant Article Request DSR5			
Title	NPDES Support		
Fiscal Year	2025	Department	Sewer Enterprise
Funding Amount	195,000	Funding Source	General Fund
Article Information			
Text of the Proposed Article: "To see if the Town will vote to raise and/or transfer and appropriate the sum of \$195,000 for the purpose of funding expenses related to National Pollution Discharge Elimination System (NPDES) permit compliance, to be spent under the direction of the Town Manager, and to meet this appropriation that said sum be raised from the Tax Levy; or take any other action relative thereto." This Article request is for funds to comply with the National Pollutant Discharge Elimination System (NPDES) permit. Needham is subject to a Total Maximum Daily Load (TMDL) requirement for phosphorus and pathogens. The amount of phosphorus discharging to waterbodies and their tributaries from urbanized area stormwater must be reduced by 55%, and pathogens must be eliminated and/or reduced to the maximum extent practicable through the use of enhanced structural and non-structural methods known as "Best Management Practices (BMP)." This funding will be sought on an annual basis to inspect and evaluate all BMPs Town-wide, clean and inspect brooks and culverts, rehabilitate and/or replace catch basins and drainpipes, and respond to findings from CCTV inspections. This maintenance work will be performed in conjunction with the capital funding project request included in the General Fund Cash Capital Article.			
Disclosures		YES	NO
1. Was this request submitted last year?		X	
2. Is this a recurring special financial warrant article?		X	
3. Is this a matching grant funding request?			X
4. Is this a CPA funding request?			X
5. Is this a revolving fund request?			X
6. Is this a pilot program request?			X
7. Is this a study?			X
8. Is this a program that is planned to be in place for more than one year?		X	
9. Is this required by a court or other jurisdictional order?		X	
10. Is this a personnel related request?			X
11. Is this a local option acceptance request?			X
12. Is this in support of a goal of a Board or Committee?		X	
<i>All "YES" responses must be explained Below</i>			
Disclosure Explanation			
1. This request was submitted last year. 2. This is a recurring special financial warrant article. 8. This is a program planned to be in place for the upcoming years. 9. This request is in response to the NPDES permit. 12. This is in support of the Select Board's goal to develop a plan for NPDES compliance.			
V2023			

EXECUTIVE SUMMARY

The Recommended Capital Plan

The Town Charter requires that the Town Manager, after consultation with the Select Board, submit in writing to the Board a careful, detailed estimate of recommended capital expenditures showing specific amounts necessary for each office, department, and activity, as well as a statement of the amount required to meet the debt service requirements and other indebtedness of the Town. This plan includes the proposed FY2023 Capital Budget, which will be recommended to the Finance Committee and ultimately to Town Meeting for consideration. The projects presented for FY2024-2027 reflect an assessment by municipal departments and the School Committee of future capital needs and are primarily shown for planning purposes. While many of the out-year projects may be recommended for funding in future capital budgets, the plan is fluid and projects may be added or removed as circumstances change. Proposed financing for the recommended FY2023 Capital Budget is shown in Table 1.

Table 1
Proposed Financing Plan

Fund	Cash	Debt	Other	Total
General Fund Tier 1	\$6,778,314	\$13,400,000	\$356,000	\$20,534,314
General Fund Tier 2	\$2,744,500		\$1,650,000	\$4,394,500
General Fund Total	\$9,522,814	\$13,400,000	\$2,006,000	\$24,928,814
Community Preservation Fund	\$1,293,000	\$6,000,000		\$7,293,000
Sewer Enterprise	\$901,255		\$500,000	\$1,401,255
Water Enterprise				
Total (all funds)	\$11,717,069	\$19,400,000	\$2,506,000	\$33,623,069

FY2023 Highlights

In October 2016, the Select Board convened a Capital Facility Summit and committed to planning for the renovation, reconstruction, or construction of eight facilities: Rosemary Pool, the Public Safety Building, Fire Station #2, the Memorial Park Fieldhouse, the DPW Complex, the Hillside School (now Sunita L. Williams), Needham High School, and Emery Grover. Over the last five years, the Town has made significant progress on this plan.

Rosemary Pool – The Town approved construction of the Rosemary Recreation Complex, which includes two pools, parking, and provides office and programming space for the Park & Recreation and Health & Human Services departments. The facility opened for its first full season 2019 and served close to 50,000 individuals. It operated at a reduced capacity in 2020 and 2021 due to the COVID-19 pandemic.

Public Safety Building & Fire Station #2 – Voters approved funding for the total

reconstruction of the Public Safety Building and Fire Station #2 on November 6, 2018. Construction of Fire Station #1 (the first phase of the Public Safety Building project) was completed in 2020, while construction of the Police Station (the second phase of the Public Safety Building Project) remains underway, with expected completion in spring 2022. Construction of Fire Station #2 commenced in early 2020 and was completed in November 2021. The public safety communications network, including towers at the Jack Cogswell Building, the Public Safety Building, on State land behind the Norfolk County House of Correction, and on leased property on Cabot Street is also complete.

Memorial Park Fieldhouse – The Town dedicated the new fieldhouse in September 2019, and it is currently in use.

DPW Complex – This project is progressing in phases. A new fuel station was installed in 2017, and construction of the Jack Cogswell Building storage facility was completed in the fall of 2019. Continued planning for the phased reconstruction of the DPW operations building at 470 Dedham Avenue is a priority of the Select Board. Funding for a refreshed feasibility study is recommended under the Tier 2 category for FY2023.

Sunita Williams School – The new school at 585 Central Avenue replaced the Hillside School on Glen Gary Road, and opened in September 2019.

Needham High School – The cafeteria was expanded in 2017, and the construction of eight new classrooms and “A” gym renovations were completed in 2018.

Emery Grover – The October 25, 2021 Special Town Meeting approved funding for design and engineering services for the renovation of the Emery Grover School Administration Building. Funding for the construction phase of the project is recommended for FY2023.

In addition to the above projects, the School Committee is continuing its School Master Planning process to evaluate and plan for the future use of school facilities. The School Committee selected a preferred option to replace the Mitchell School, create a 6 – 8 middle school by adding onto the Pollard School, and repurpose the High Rock School as an elementary school. An evaluation of funding options and alternatives is underway.

In the coming years, the Town will be required to make significant investments to improve stormwater quality. This effort will likely require funding in the operating budget (for maintenance) and capital budget (for construction items). The Select Board will consider options for funding the new investments, to include the option of instituting a stormwater fee, creation of a stormwater fund, and/or use of American Rescue Plan Act (ARPA) funds.

The American Rescue Plan Act (ARPA) of 2021 will provide the Town with approximately \$9.2 million to allocate to health and human services, economic development, and infrastructure such as water, sewer and drains. This plan includes projects proposed to be funded through ARPA.

Capital Planning 101

Capital Improvement Plan

A capital expenditure is defined by Needham General By-laws as the acquisition, construction, renovation, betterment, or improvement involving land, public buildings and facilities; water and sewer system laterals, mains and appurtenances; and equipment or vehicles; provided that the cost is \$25,000 or more and the improvement will have a

useful life of five years or more; or any planning, feasibility, engineering or design study in preparation for such capital expense.

The Capital Improvement Plan (CIP) is a multi-year tool used to coordinate the financing and timing of major public improvements for the Town of Needham. It contains a list of capital projects proposed for the Town within the next five years and reflects the recommendations of citizens, boards, commissions, and staff from each of the Town departments. The CIP identifies each proposed project and presents a summary description, estimate of cost, method of financing, and a schedule of implementation. 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.

Operating Budget and Capital Budget

The Town's capital budget and operating budget are developed separately but are closely linked. The annual operating budget provides for general municipal service delivery, to include personnel, supplies, and other contractual services, as well as certain capital equipment. Most appropriations in the annual operating budget are for a single fiscal year. In contrast, the capital budget is a multi-year plan designed to expend monies which add to the physical assets of the Town. Capital projects typically require expenditures that take place beyond a single fiscal year, funding with debt because of significant costs shared by current and future beneficiaries, the systematic acquisition of equipment over an extended period in order to implement major operating systems or programs, and scheduled replacement or maintenance of specific elements of physical assets.

The operating and capital budgets are closely interwoven because operating costs related to capital projects are estimated and incorporated into the operating budget. Many capital projects have an impact on operating costs once constructed or acquired. Town practice is to project the net effect of a capital project on the operating budget. While maintenance and repair costs may be lower in a new facility, larger and more modern facilities are often more costly to operate. In addition, since many capital projects are financed through municipal debt, repayment of that debt becomes part of the operating budget and is incorporated into the Town's forecasting models. The necessity to incur some degree of debt in order to finance the CIP carries with it the burden to effectively manage that debt within the Town's financial resources.

Best Practices

The following best practices have been used in the development of the FY2023 Operating and Capital Budgets:

1. Current revenues must be sufficient to support current expenditures.

2. The operating and capital budgets will be developed in conformance with the Town's comprehensive financial policies and must not be reliant on one-time revenue or unsustainable practices.
3. The five-year Pro Forma budget is a preliminary planning tool and should be updated to ensure that underlying assumptions reflect changing conditions and data.
4. Debt must not be used to fund ongoing operating expenses and will only be issued for capital improvements greater than \$250,000 with a useful life of five years or more.
5. The use of Free Cash to fund operations will be minimized by limiting such use to no more than 2% of the prior year's appropriated operating budget, or the actual turn back, whichever is lower.
6. Adequate contingency funds will be maintained.
7. Appropriate maintenance and replacement funds will be allocated to ensure that capital facilities and equipment are properly maintained.
8. The operating and capital budgets must be resilient, allowing the Town to maintain existing service levels, withstand typical local and regional economic disruptions, and meet the demands of natural growth, decline, and change.
9. The operating and capital budgets must be sustainable, meeting the needs of the present without compromising the ability of future generations to meet their own needs.

Budget Priorities

The Select Board has adopted the following core budget priorities for general government operations. These priorities serve as a key guideline in the evaluation of departmental spending requests.

- a. Supporting items that contribute to the Town's recovery from the COVID-19 Pandemic.
- b. Support for initiatives that ensure that Needham is a welcoming and inclusive community that fosters personal and community safety and ensures that all residents are secure and cared for during emergencies and natural disasters.
- c. Supporting initiatives to ensure that Needham residents enjoy high levels of physical and mental well-being and abundant recreational, cultural and educational opportunities in an environment where human rights are respected, diversity is celebrated, and neighbors feel connected.
- d. Supporting the renovation, reconstruction and/or preservation of the Town's capital assets in the most prudent, realistic, and efficient manner, including continued investment in buildings, infrastructure, and parks, along with the resources to support adequate staffing to accomplish this goal, particularly in Public Works and Park & Recreation.
- e. Ensuring that Needham has the economic opportunities and resources for residents and businesses to thrive in our community.
- f. Ensuring that Needham is a sustainable, thriving and equitable community that benefits from and supports clean energy, preserves and responsibly uses the earth's resources, and cares for ecosystems.
- g. Creating or strengthening a multi-modal transportation system that gets people where they want to go, when they want to get there, safely and cost-effectively.
- h. Support for initiatives that contribute to financial sustainability, including the maintenance of a debt service plan that balances capital needs with the Town's ability to pay, identification of alternative funding sources for traditional cash capital needs, evaluation of financing alternatives, and alignment of capital and maintenance needs with appropriate funding sources.

- i. Achieving greater coordination and efficiency among Town departments and providing adequate resources to address identified service delivery and general administrative needs of the Town in a cost-effective manner.
- j. Supporting excellent customer service, responsible management of the Town's assets, data-driven decision-making, and community engagement.
- k. Maximizing resources within the limits of Proposition 2 ½ to avoid operating overrides.

Financial Benefits of Capital Planning

Needham's capital planning initiatives have contributed to the successful maintenance of a AAA bond rating from Standard and Poor's. This bond rating places Needham in the top tier of Massachusetts municipalities and allows the Town to borrow at a lower interest rate. Investors and bond rating agencies stress the value of a CIP for a municipality seeking to borrow funds. The absence of a rational, long-term planning instrument would weigh against the bond rating assigned to Needham by rating agencies and result in higher interest rates on bond issues and the diversion of tax dollars towards interest. Another financial benefit of the capital planning process is the avoidance of poorly timed projects. Good planning can ensure that capital improvement efforts are coordinated. In addition, significant savings can accrue to taxpayers when major capital financing is coordinated so that bonds are issued infrequently, and at times when the Town can take advantage of low interest rates.

Development of the CIP

The process for preparing the FY2024-2027 CIP and associated FY2023 Capital Budget involved active participation by the Town Manager, Assistant Town Managers, and requesting departments, boards, committees and commissions. The Capital Budget is prepared in the context of a five-year determination of need by departments and the School Committee, in conjunction with the Town's overall financial capacity to affordably accommodate the required debt service payments. Projected debt service payments and budgetary impacts are forecast annually to help ensure affordability and sustainability of the CIP. The Town's capital improvement policies provide guidance for assessing capital needs. These policies, included in Section 5, 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 accessibility standards;
- the project is necessary to protect the health and safety of people; or
- 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 items requested for the improvement of operating efficiency and the equitable provision of services.

The development of the CIP occurs over the following approximate timeframe:

Late Summer — Following Town Meeting, departments are provided with their previously submitted five-year requests for review, update and the addition of the next fifth year. While requests for each year should remain the same as in the initial request, there are occasionally changed circumstances which necessitate alterations to the requests. This information is returned to the Town Manager and staff for review. The Assistant Town Manager/Finance Director periodically develops a five-year pro forma budget which is one

of the tools used to forecast capital funding availability. The pro forma update has been delayed due to added demands resulting from COVID-19.

Autumn — The Town Manager and staff meet with each department to gain a better understanding of each request.

Late Autumn/Early Winter — The Assistant Town Manager/Finance updates the preliminary debt schedules and financial forecasts in order to provide context to the capital budget as well as the five-year CIP, and the Town Manager presents the Select Board with a proposed five-year plan.

January – The Town Manager transmits the CIP, along with any recommendations made by the Select Board, to the Finance Committee by the Tuesday after the first Monday in January.

January/February/March — The Finance Committee reviews each project in the capital budget and makes recommendations on items included in the Town Meeting Warrant.

May — The Capital Budget is presented to Town Meeting for consideration.

Financing of Capital Projects

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.

Free Cash – Free Cash is a function of actual revenue collections in excess of estimates and expenditures less than appropriations. Because Free Cash should not be relied upon as a recurring revenue source, the Town's practice is not to rely upon it 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 operating budget, or the actual turn back, whichever is lower. The recommended plan includes \$6,778,314 in Tier 1 projects to be funded from Free Cash.

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. 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 Stabilization 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 located on Town property and under the jurisdiction of the Town Manager, to include 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. This plan includes no projects to be funded from the Capital Facility Stabilization Fund.

Athletic Facility Improvement Fund – In 2012, the Town created an Athletic Facility Improvement Fund to reserve funds for the design, maintenance, renovation, reconstruction, or construction of athletic facilities. For the purpose of the fund, athletic facilities include any Town-owned building, structure, pool, synthetic turf and natural grass turf playing field or ball diamond, and associated grounds and parking areas whose primary purpose is for organized athletic events for Needham children, adults, and school teams. This plan includes no projects to be funded from the Athletic Facility Improvement Fund.

Debt Service Stabilization Fund – The November 2, 2015 Special Town Meeting approved the establishment of a Debt Service Stabilization Fund to set aside funds to be available as necessary to pay certain debt obligations. This fund is intended to be part of the Town's overall planning strategy for addressing capital facility needs. The fund would provide added flexibility to maintain the Town's capital investment strategy by smoothing out the impact of debt payments in years when the debt level is higher than is typically recommended. The fund would also be beneficial at times when interest rates are higher than expected. The plan for the fund is designed to ensure that the monies are not depleted in a single year, and that the amount available for appropriation is known before the budget year begins. All appropriations to and from the fund require Town Meeting action. This plan includes no projects to be financed through use of the Debt Service Stabilization Fund for FY2023.

Retained Earnings – Two of the Town's operations – water and sewer – 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 Select Board's retained earnings policies are included in Section 5. 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 \$901,255 in funding from Sewer Enterprise Fund retained earnings for FY2023.

Debt – The Select Board's debt management policies (Section 5) provide guidance in translating capital expenditures into annual debt service. Section 2 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 2. This plan includes \$13,400,000 in projects to be funded through General Fund debt, and \$6,000,000 in projects to be funded through Community Preservation Fund debt for FY2023.

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 requires that each fiscal year Needham must spend, or set aside for later spending, at least 10% of the annual revenues in the 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. This plan includes a recommendation for \$7,293,000 in projects contingent upon Community Preservation Funding for FY2023.

Other Available Funds – An Available Fund is actual monies which have become available and may be used to fund expenditures. Monies may become available after a project is completed and the cost was less than appropriated, monies that were previously set aside for future expenditure (e.g., stabilization fund), or monies that are received by the Town but must be specifically identified as a funding source in the Town Meeting motion. An available fund may be restricted to certain purposes (e.g., surplus bond proceeds, special stabilization funds, sale of surplus real estate, grants), or may be non-restricted and hence can be appropriated for any legal purpose. Some Available Funds carry over from year to year and others expire at the end of the fiscal year and close out to fund balance. This plan includes \$2,506,000 contingent on other available funds (American Rescue Plan Act or other State/Federal Funding) for FY2023.

The CIP Is a Flexible Planning Tool

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.

Investment in Real Property, Facilities, and Infrastructure & Equipment, Technology and Fleet

While significant investments in many capital facilities are still required, the Town has made an extraordinary investment in public infrastructure over the past decade. 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. As noted previously, the Town has seen significant progress in several major building projects over the last few years. The Town has also continued its investment in athletic facilities, parks, and recreational amenities, such as Walker Gordon Field, Greene's Field and playground, Newman Fields, Eastman Trail, Rail Trail, Amity Path, the replacement of the synthetic turf fields at Memorial Park and DeFazio Complex, the renovation of Cricket Field, and the Rosemary Lake sediment removal project. Investment in equipment, technology and fleet is primarily in Public Safety, Public Schools and Public Works. Table 2 shows the Town's investment in facilities and infrastructure the five-year period FY2018 through FY2022, and Table 3 shows the Town's investment in equipment, technology and fleet for the same period.

Fiscal Year 2023 Proposed Budget

Table 2
Facility and Infrastructure Investment FY2018 to FY2022

Description	2018	2019	2020	2021	2022	Total	Average
Municipal Facilities	\$6,126,000	\$74,641,000	\$794,000	\$0	\$1,896,000	\$83,457,000	\$16,691,400
Townwide Facilities and Community Services	\$17,202,000	\$8,826,000	\$3,662,000	\$561,500	\$2,568,091	\$32,819,591	\$6,563,918
Public Works Infrastructure Program	\$2,011,000	\$2,508,500	\$2,219,550	\$820,500	\$2,639,000	\$10,198,550	\$2,039,710
School Facilities	\$15,168,000	\$2,796,000	\$1,471,200	\$1,016,000	\$1,848,100	\$22,299,300	\$4,459,860
Drains, Sewer, and Water Infrastructure	\$2,900,000	\$2,395,000	\$7,021,500	\$270,000	\$2,073,000	\$14,659,500	\$2,931,900
Total Appropriations	\$43,407,000	\$91,166,500	\$15,168,250	\$2,668,000	\$11,024,191	\$163,433,941	\$32,686,788

Table 3
Equipment, Technology, and Fleet Capital FY2018 to FY2022

Description	2018	2019	2020	2021	2022	Total	Average
All Other Functions	\$0	\$68,970	\$137,960	\$0	\$56,000	\$262,930	\$52,586
Public Facilities & Works	\$162,000	\$176,500	\$68,000	\$192,000	\$38,000	\$636,500	\$127,300
Public Safety	\$167,872	\$43,424	\$43,424	\$109,309	\$266,055	\$630,084	\$126,017
Public School	\$45,000	\$60,500	\$35,000	\$35,000	\$25,000	\$200,500	\$40,100
Equipment	\$374,872	\$349,394	\$284,384	\$336,309	\$385,055	\$1,730,014	\$346,003
All Other Functions	\$145,000	\$215,000	\$85,600	\$65,600	\$48,500	\$559,700	\$111,940
Public Facilities & Works	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Public Safety	\$0	\$112,000	\$852,550	\$0	\$50,000	\$1,014,550	\$202,910
Public School	\$510,290	\$706,790	\$684,820	\$648,995	\$540,914	\$3,091,809	\$618,362
Technology	\$655,290	\$1,033,790	\$1,622,970	\$714,595	\$639,414	\$4,666,059	\$933,212
All Other Functions	\$0	\$0	\$33,085	\$0	\$0	\$33,085	\$6,617
Public Facilities & Works	\$640,433	\$1,616,409	\$1,245,083	\$1,132,090	\$1,255,028	\$5,889,043	\$1,177,809
Public Safety	\$224,677	\$840,163	\$35,249	\$392,981	\$416,383	\$1,909,453	\$381,891
Public School	\$99,611	\$97,552	\$158,718	\$104,748	\$102,838	\$563,467	\$112,693
Fleet	\$964,721	\$2,554,124	\$1,472,135	\$1,629,819	\$1,774,249	\$8,395,048	\$1,679,010
Total Appropriations	\$1,994,883	\$3,937,308	\$3,379,489	\$2,680,723	\$2,798,718	\$14,791,121	\$2,958,224

Project Summaries – Recommended Projects for Fiscal Year 2023

GENERAL GOVERNMENT

Town Offices Replacement Furniture

This funding request will fund furniture replacement in Town Hall and the Public Services Administration Building (PSAB). Town Hall was equipped with new furniture when it reopened in October 2011. In FY2023, the furniture will be 11 years old and certain items need to be replaced due to wear and tear. PSAB opened with new furniture in February 2010. In FY2023, the furniture will be 13 years old. Worn and broken furniture likewise requires replacement. A furniture inventory, including current condition, has been completed annually for Town Hall and PSAB. Depending upon the condition of the furniture in outlying years, this request may be repeated either annually or biennially. (Submitted by Office of the Town Manager)

The Town Manager's recommendation for Town Offices Replacement Furniture is \$25,000 to be funded by Free Cash.

GIS TECHNOLOGY SYSTEMS AND APPLICATIONS

The funding request will support the update of Geographic Information System (GIS) technology systems and applications imagery. It will also support the update of planimetric data recorded via overflight to update aerial imagery. Planimetric data is the digital representation of above-ground physical structures and features. The updated data will be incorporated into the public site and departmental GIS sites used for planning and designing projects. (Submitted by Information Technology Center)

The Town Manager's recommendation for GIS Technology Systems and Applications is \$120,000 to be funded by Free Cash.

HILLSIDE SCHOOL BOILER INSTALLATION

This funding request will allow for the design and installation costs to replace Boiler #1 at the Hillside School with a high-efficiency steam boiler that is easier to maintain and operate. The Hillside School currently employs two cast iron boilers to heat the building. The boilers were installed during a renovation in 1998 and have surpassed their 20-year life cycle. Due to the age of the boilers, many parts necessary for continued maintenance are no longer manufactured, causing repair to become increasingly difficult. While Hillside is no longer being used as a school, it is still in use as swing space, most recently by the Police Department. The continued operation of the boilers is necessary in order to prevent the building from freezing and causing major damage. The construction portion of the project will be coordinated with the renovation to allow for continued use as swing space by the School Department. (Submitted by Department of Public Works)

The Town Manager's recommendation for Hillside School Boiler Replacement is \$275,000 to be funded by Free Cash.
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PUBLIC SAFETY

PUBLIC SAFETY MOBILE DEVICES

This funding request will fund replacement of laptops and tablets as well as installation services and accessories that are used for laptops and tablets in Needham Police and Fire Department Vehicles. The hardware is used to access multiple applications during the daily operations of individuals working in Police and Fire vehicle. The hardware communicates with the Public Safety CAD software as well as State and Federal databases. The devices themselves are hardened with specifications for use in more intensive environments. In the future, replacement of this equipment will be incorporated into the departmental operating budget or included in the purchase of vehicles, because the useful life of the equipment is now fewer than five years. (Submitted by Information Technology Center)

The Town Manager's recommendation for Public Safety Mobile Devices is \$50,000 to be funded by Free Cash.

PERSONAL PROTECTIVE EQUIPMENT

This funding request will replace Personal Protective Equipment (PPE) – known as "bunker gear" – for 20% of all firefighting personnel on an annual basis. This is to ensure the life span of the equipment does not exceed the 10-year guideline. All line personnel now have two sets of PPE available. By having a second set of PPE, fire personnel are able to clean one set after an incident while remaining in service for other emergencies. Properly maintaining PPE helps ensure its expected longevity and can significantly reduce long term health risks faced by personnel. (Submitted by Fire Department)

The Town Manager's recommendation for Personal Protective Equipment is \$53,174 to be funded by Free Cash.
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PUBLIC SCHOOLS

SCHOOL COPIER REPLACEMENT

This funding request is to replace five copiers in the following locations: Broadmeadow School, Newman School (2), Pollard School, and Emery Grover. School photocopiers in all schools and the administration building are used both by administrative and teaching staff. Copiers which are heavily used are replaced more frequently than copiers that are lightly used. The average life cycle is calculated at seven years, although planned replacement ages range from five to nine years, depending on use. It is important to replace machines regularly, even if they have not yet reached maximum copy allowances, given the additional operating expense associated with servicing and maintaining older equipment, as well as the difficulty in obtaining replacement parts. This analysis also assumes that copiers are re-deployed around the District as needed, to better match projected usage with equipment capacity. (Submitted by Needham Public Schools)

The Town Manager's recommendation for School Copier Replacement is \$53,275 to be funded by Free Cash.
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SCHOOL FURNITURE

This funding request is a recurring capital item to replace furniture in poor and fair condition and to provide new classroom furniture as needed for new enrollment or

replacement purposes. (Submitted by Needham Public Schools)

The Town Manager's recommendation for School Furniture is \$25,000 to be funded by Free Cash.

SCHOOL TECHNOLOGY

The School Department technology replacement program includes desktop computers, printers, classroom audio visual devices, specialized instructional labs, projectors, video displays, security cameras and electronic door access controllers. The request also incorporates funding for school technology infrastructure, which consists of servers, network hardware, wireless infrastructure, data cabling and access points. The FY2023 Capital Improvement Plan (CIP) for school technology request is for \$437,000, including \$324,000 for hardware and \$113,000 for infrastructure replacement. (Submitted by Needham Public Schools)

The Town Manager's recommendation for School Technology is \$437,000 to be funded by Free Cash.

EMERY GROVER BUILDING RENOVATION

This project includes the historic renovation of the Emery Grover exterior, as well as renovation and modernization of the interior, and has been reduced in scope to fit within the existing structure of the building. The revised concept reduces overall square footage from 34,717 to 21,108 to reflect more efficient use of shared space, construction of common work areas, and relocation of the educational technology/head end room function to other school buildings. This project also includes the temporary use of the old Hillside Elementary School as swing space for school administration personnel during construction. This historic renovation project will be eligible for Community Preservation Act (CPA) funds as a local, state, and national historic resource. The October 25, 2021 Special Town Meeting appropriated \$1,475,000 in design funding. (Submitted by Needham Public Schools)

The Town Manager's recommendation for Emery Grover Building Renovation is \$13,400,000 to be financed by General Fund Debt and \$6,000,000 contingent on Community Preservation funding.

SCHOOL MASTER PLAN FINANCING AND SCHEDULING OPTIONS

This funding request will support additional required study to evaluate financing and scheduling options related to implementation of the School Master Plan. The School Master Plan is a multi-year facility recommendation developed in 2020 by Dore and Whittier Architects for providing capacity at the elementary schools for enrollment growth, addressing overcrowding at the High Rock School and modernizing the Mitchell Elementary and Pollard Middle Schools. (Submitted by Needham Public Schools)

The Town Manager's recommendation for School Master Plan Financing and Scheduling Options is \$75,000 in the Tier 2 Cash Capital Category.

ROOF TOP UNIT REPLACEMENT (BROADMEADOW AND ELIOT SCHOOLS)

This funding request will support the design phase of a project to replace the current roof top units (RTUs) at Broadmeadow and Eliot Schools. There current units (5 units and 4 units, at Broadmeadow and Eliot respectively) are past the end of their useful life and are becoming increasingly inefficient, ineffective at dehumidifying, and costly to maintain.

They do not feature industry standard energy recovery mechanisms that reduce energy costs. Additionally, some of the existing RTUs at these locations have compressors that run on an obsolete refrigerant called "R22," which is no longer produced in the U.S. and cannot be imported due to its environmental impact, resulting in costly supply challenges. The RTUs also have furnaces that are starting to fail and need to be replaced. These furnaces are the primary heat source for the building and keep the RTUs from freezing. The HVAC systems' connection to the existing boilers compromises efficiency, particularly during the summer. The boilers help reheat overcooled dehumidified air coming in from the RTUs, but the current boilers are not designed for this purpose due to their larger size. In the summer, the systems use larger amounts of energy to sustain the reheating than would be required by smaller, dedicated boilers. This funding would support an engineering assessment of the current RTU condition at both the Broadmeadow and Eliot schools, and determine replacement options. The consultant would also design the installation of smaller boilers at both schools that are more appropriate for the reheating required by the HVAC systems in the summer and shoulder months. Funding for the construction phase will be proposed for FY2024. (Submitted by Department of Public Works/Building Maintenance)

The Town Manager's recommendation for Roof Top Unit Replacement (Broadmeadow and Eliot Schools) is \$817,750 to be funded by Free Cash.

POLLARD SCHOOL LOCKER ROOM RETROFIT

This funding request will fund the construction phase of the retrofitting of the Pollard School locker room. Funding for the design phase of this project was approved in FY2021. The current locker room layout at the Pollard Middle School is no longer conducive to the needs of the Athletic Department. The school offers diverse sports programs, which require storage for unique and large pieces of equipment (e.g., field hockey sticks, lacrosse sticks, bags, etc.) for which existing lockers are unable to accommodate. Additionally, the orientation of the locker room creates blind spots that pose a safety concern, the flooring is starting to crack in places due to age, and the bathrooms and showers are outdated.

The project includes removing and replacing the floors, ceilings, lockers, and lighting fixtures, which will be updated to LEDs. The lockers will vary in size to accommodate the variety of sports and equipment needs in the building. Both restrooms located inside the locker rooms, as well as the two restrooms directly adjacent to the locker rooms will be renovated. Additionally, a gender-neutral restroom/changing room will be added. In each locker room, three individual changing stalls will be added for increased privacy. (Submitted by Department of Public Works/Building Maintenance)

The Town Manager's recommendation for Pollard School Locker Room Retrofit is \$1,068,500 to be funded by Tier 2 Cash Capital Category.

PUBLIC WORKS

PUBLIC WORKS MOBILE DEVICES

This funding request will support the refresh of public works mobile devices, bringing them up to the latest hardware and software specifications needed for the work. This hardware is used to access multiple applications during the daily operations of either an individual or vehicle within the Public Works Department. The current hardware is a mix of hardened laptops and tablets. Over the past several years multiple Public Works Divisions have

migrated to mobile operations requiring field access to cloud-based data or applications.
(Submitted by Information Technology Center)

The Town Manager's recommendation for Public Works Mobile Devices is \$50,000 to be funded by Free Cash.

PUBLIC WORKS FACILITIES IMPROVEMENTS

This funding request will fund a feasibility study to determine the most efficient use of DPW facilities, a design phase to incorporate the study's recommendations into a plan, and a construction phase to implement said plan. This study will lead to a master plan to implement the needed upgrades and will generate additional capital improvement requests. The Department of Public Works utilizes multiple facilities including the DPW Garage, Daley Building, Jack Cogswell Building, Water and Sewer facilities, Recycling & Transfer Station, workshop at Claxton Field, and Public Services Administration Building. The Jack Cogswell Building was recently constructed as a storage facility for vehicles and equipment when not in seasonal use. The DPW Garage houses the Fleet Division, Snow & Ice program operations, a six-bay garage, and workstations for Highway and Parks & Forestry staff. Additionally, the Daley Building houses trades staff for the Building Maintenance Division and functions as a workshop and storage facility. Both the DPW Garage and Daley Building are past the end of their useful life and in need of upgrades in order to better accommodate DPW staff and support their daily operations. (Submitted by Department of Public Works/Administration)

The Town Manager's recommendation for Public Works Facilities Improvements is \$60,000 in the Tier 2 Cash Capital Category.

RECYCLING AND TRANSFER STATION FACILITY IMPROVEMENTS

This funding request will support a design for the tipping pit that will need to be demolished and redesigned from the existing cantilever and curb at the front side and replaced with reinforced concrete and/or structural steel. The construction funds will be requested in FY2024. RTS Facility Improvement projects increase processing efficiency, comply with regulatory requirements, ensure safety, and enhance the facility's overall functionality. (Submitted by Department of Public Works/Recycling and Solid Waste)

The Town Manager's recommendation for Recycling and Transfer Station Facility Improvements is \$47,500 to be funded by Free Cash.

COMMUNITY SERVICES

CENTER AT THE HEIGHTS GENERATOR INSTALLATION

This funding would provide a design of a new permanent generator installation at the Center at the Heights (CATH). The CATH has been designated as an appropriate location for a shelter and warming space (including a restaurant-grade kitchen) to support residents in need during an emergency. The CATH was not designed or built with an emergency generator. A portable generator has been in place at the building, which is insufficient as it does not support the full electrical load of the building and must be manually activated. The design will accommodate a more powerful generator with the capacity to supply the entire building with emergency power and will include evaluation of a more appropriate location for the placement of the generator. It will also include the addition of an automatic transfer switch, eliminating the need for staff to manually operate

the generator in case of the loss of power. (Submitted by Department of Public Works/Building Maintenance)

The Town Manager's recommendation for Center at the Heights Generator Installation is \$27,000 to be funded by Free Cash.

BIGBELLY TRASH RECEPTACLES

This funding request will support the acquisition of eight additional Bigbelly trash receptacles for use at remote locations that are currently served by traditional barrels. Locations under consideration include Walker Gordon Field, the Dog Park, Riverside Park, Mills Field (2 units), Cricket Field, Perry Park, and the Reservoir Trail. The Town purchased 12 Bigbelly trash and 5 trash/recycling receptacles in 2019 and deployed them to DeFazio Park, Memorial Park and Greene's Field as part of a four-month (July-November) pilot program. The objectives of the pilot were to determine if the Bigbellys could address issues commonly associated with municipal waste management. Benefits seen during the pilot program include a reduction of wind-blown litter and the staff time required to collect it, elimination of odors and easy access by vermin, an increase in the efficiency of trash and recycling collections, and an improvement of the physical appearance and standardization of trash infrastructure in public spaces. To continue to combat the ongoing trash concerns in the Town, a second deployment of Bigbelly trash receptacles to less centrally located parks is proposed. Installing the units at spread out locations would maximize the utility of the Bigbelly networked real time reporting system, allowing staff to easily determine which units are full via app. Routing staff and equipment to service only full receptacles generates operational efficiencies and cost savings by reducing unnecessary vehicles miles, fuel consumption, operator time, and equipment wear. New Bigbellys will aesthetically and functionally match those already deployed and those planned for the Town Common renovation, presenting as a cohesive and recognizable trash collection network across Needham. (Submitted by Department of Public Works/Recycling and Solid Waste)

The Town Manager's recommendation for Bigbelly Trash Receptacles is \$135,000 in the Tier 2 Cash Capital Category.

CENTER AT THE HEIGHTS SPACE UTILIZATION STUDY

This funding request will support a space utilization study at the CATH. Since opening, the CATH has increased its programming and extended its hours of operation. This increased usage has resulted in some concerns about the building spaces and their current function. Funding would support a space utilization study and an assessment of building needs at the CATH. This study will focus on program, office, and clinical spaces within the building to ensure optimal utilization and program flexibility for participants. The study would also look at the current configuration of the outdoor deck and the fitness room and how each room is being used, enhancing and expanding the application of the restaurant-grade kitchen, and a thorough review of parking and building accessibility. (Submitted by Department of Health and Human Services)

The Town Manager's recommendation for Center at the Heights Space Utilization Study is \$75,000 to be funded by Free Cash.

LIBRARY SPACE PLANNING

This funding request will enable the Library to engage a professional space planner to determine if the Library's interior space can be better arranged to accommodate high volumes of students and tutors who use the study rooms and study areas. In the afternoons during the school year, the Library is often used by students, tutors, and other people using the three study rooms, the row of carrels, and many four-seat tables. The Library is exploring the use of an automatic materials handler to check in and sort returned materials. The study will consider location options for said equipment. (Submitted by Needham Free Public Library)

The Town Manager's recommendation for Library Space Planning is \$60,000 in the Tier 2 Cash Capital Category.

LIBRARY TECHNOLOGY

This funding request will support the two remaining years of a five-year Library Technology Plan. Unless circumstances require otherwise, FY2023 funding is proposed for the replacement of two Program Specialist computers, 16 barcode scanners, 24 receipt printers and four staff computers. (Submitted by Needham Free Public Library)

The Town Manager's recommendation for Library Technology is \$26,280 to be funded by Free Cash.

CRICKET FIELD BUILDING IMPROVEMENTS

This funding request will support improvements at the Cricket Field building. Park and Recreation and the Permanent Public Building Committee completed a feasibility study of the Cricket Field building in March 2012. The building plays an important role in seasonal program offerings and is used by High School Athletics in spring and fall seasons. The 1964 wood structure building is approximately 1,250 square feet and is deteriorating. The goal of the study is to determine how the building could be renovated with a focus on accessibility, availability of public restrooms, an accessible & revitalized playground, and a potential walking path for all residents. Options for additional parking would be included in the study. Any portion of the project related to outdoor recreation would be eligible for CPA funding. (Submitted by Park and Recreation)

The Town Manager's recommendation for Cricket Field Building Improvements is \$50,000 in the Tier 2 Cash Capital Category.

HIGH SCHOOL TENNIS COURT IMPROVEMENTS

This funding request will support the design and engineering for tennis courts at Needham High School. The Park and Recreation Department has identified a need for improvements to the Town's outdoor tennis courts. There are 12 tennis courts in various locations throughout Needham. (Submitted by Park and Recreation)

The Town Manager's recommendation for High School Tennis Court Improvements is \$50,000 to be funded by Free Cash.

WALKER POND IMPROVEMENTS

This funding request will support Category 2 of the Walker Pond Improvement project, which involves physical improvements to the Walker Pond waterbody. Walker Pond is subject to excessive aquatic vegetation that should be removed for the health of the pond.

The Conservation Commission has recommended hydro-raking, which is a method of mechanically removing vegetative overgrowth. The application of chemicals, herbicides, and algicides to the pond is included in this request. Improvements to the outlet structure are also necessary, including the overflow grate and wooden stop-logs, which require replacement. Funding for Category 1, which involved the contributory areas, was approved for FY2022. (Submitted by Department of Public Works/Engineering)

The Town Manager's recommendation for Walker Pond Improvements is \$356,000 to be funded by Free Cash (or possibly American Rescue Plan Act funding).

ATHLETIC FACILITY IMPROVEMENTS (CLAXTON FIELD LIGHTING INSTALLATION AND SOFTBALL FIELD SKIN REPLACEMENT)

This funding request will support improvements at two Claxton Field athletic facilities. The Departments of Public Works and Park and Recreation have developed a maintenance plan for all fields, including new construction, total reconstruction, partial renovation, irrigation, drainage improvements, and equipment replacement or repair (bleachers, fences/backstops, player benches, etc.) for multi-use fields and ball diamonds. Claxton Field currently has metal halide lights that are requiring more maintenance as they age. Metal halide lighting is one of the least efficient types available: the bulbs have a short lifespan necessitating frequent replacement, and broadly illuminate an area rather than providing a more focused directional light. This project will address this by upgrading the field lighting system to a more energy-efficient one. The project will include evaluating the lighting needs of the field and making recommendations for improvement. The infields of softball diamonds have entirely clay skins, unlike baseball diamonds which have a combination of skin and turf; this makes the grading of the softball infield skins very important as any imperfections will cause puddling. The current fields were constructed on a closed landfill that was not properly graded due to site conditions, the settling of materials, and age. After heavy rains, there is puddling on the skin that frequently leads to field closures. This project will remove the existing skin clay material, evaluate and address the conditions below the skin, and regrade as necessary. Proper drainage materials and systems will be installed, and the clay skins will be replaced. This is the funding request for the construction phase of the project. The design was previously funded for FY2021. (Submitted by Department of Public Works/Parks and Forestry)

The Town Manager's recommendation for Athletic Facility Improvements (Claxton Field Lighting Installation and Softball Field Skin Replacement) is \$1,825,000, \$817,000 to be funded by Free Cash and \$1,008,000 contingent on Community Preservation Funding.

BOAT LAUNCH CONSTRUCTION

This request will fund the construction phase of the boat launch project to improve access to the Charles River on South Street. The work will include clearing and grading the uneven and overgrown pathway leading to the water, allowing cars to pull up closer to the river to release boats into the water. These improvements will make it easier for small, non-motorized boats such as kayaks and canoes to be launched. (Submitted by Department of Public Works/Engineering)

The Town Manager's recommendation for Boat Launch Construction is \$285,000 contingent on Community Preservation Act funding.

GENERAL FUND FLEET REPLACEMENT PROGRAM

The Town's fleet replacement program was established in FY2015. The program includes a budget and schedule for the Town's rolling stock fleet of appropriately 220 vehicles, trailers, and large specialized attachments and the School Department fleet of 14 vans and buses. General purpose vehicles include pickup trucks, a variety of sedans, SUV's, vans, and police vehicles (87). They comprise approximately 39 percent of the entire fleet. General purpose vehicles are utilized in every department and are relatively interchangeable. The replacement of these vehicles can proceed on a regular schedule and should be part of the of the Town's recurring costs. The Town relies on a number of trailers for the purpose of moving tools and equipment, hauling trash and debris, and transporting special equipment. The Town has 47 trailers which represents approximately 23 percent of the fleet. Specialized, high value vehicles and snow and ice equipment comprise the other 38 percent of the fleet. These vehicles and equipment are just as integral to Town operations as the general-purpose vehicles but serve the unique purposes of specific departments or divisions. Included in this group are the high value vehicles such as ambulances, large dump trucks, fire engines, street sweepers, and others for which appropriations need to be planned. Unless circumstances require otherwise, the proposed FY2023 fleet replacement schedule is as follows. (Submitted by Multiple Departments)

GENERAL FUND CORE FLEET REPLACEMENT

UNIT	EXISTING	DIVISION	YEAR	REPLACEMENT	AMOUNT
700	Ford Econoline Van E250	DPW Building Maintenance	2012	Utility Van	\$71,547

GENERAL FUND FLEET REPLACEMENT – SPECIALIZED EQUIPMENT

UNIT	EXISTING	DIVISION	YEAR	REPLACEMENT	AMOUNT
5	International 7400 Series	DPW RTS	2011	Heavy Duty Truck Class 8 Large Dump	\$291,255
59	Steco	DPW RTS	2015	Specialized Trailer	\$100,112
67	Addition to Fleet	DPW Parks	N/A	Work Truck Class 4	\$83,638
713	Ford F450	DPW Building Maintenance	2012	Work Truck Class 4	\$86,168
Bus 02	Blue Bird 303	School	2017	School Bus	\$108,100
C06	Ford F350	Fire	2015	Brush Truck	\$84,845
108	Trackless Tractor	DPW Highway	2011	Sidewalk Plow	\$298,670

The Town Manager's recommendation for Core Fleet Replacement is \$71,547, Specialized Fleet Replacement is \$754,118, and Snow and Ice Fleet Replacement is \$298,670, to be funded by Free Cash.

TRANSPORTATION NETWORK

CENTRAL AVENUE/CENTER STREET BRIDGE REPLACEMENT

This funding request will fund the design phase of the Central Avenue/Centre Street Bridge replacement project. The current bridge crosses over the Charles River from Needham into Dover. A recent report identified structural deficiencies in the bridge and found the guardrail insufficient. The Town seeks to upgrade the bridge to accommodate bicycle lanes and sidewalks. The current concept includes two 11-foot travel lanes, two 5-foot bicycle lanes, and two 6-foot sidewalks. The bridge will fit within the existing 50-foot layout of Central Avenue. Included in this project would be an 8-foot-wide shared use trail extension that starts at the Bay Colony Rail Trail, where it intersects with Fisher Street in Needham, traveling alongside Fisher Street, south along the east side of Central Avenue to the bridge. The extension would cross to the west side of Central Street and then end. The funding for the construction phase will be requested for FY2024. The towns of Needham and Dover will share in the cost of the project. (Submitted by Department of Public Works/Engineering)

The Town Manager's recommendation for Center Street Bridge Replacement is \$1,650,000 subject to availability of alternative funding sources.

TRAFFIC IMPROVEMENTS

This funding request supports projects recommended by the Traffic Management Advisory Committee (TMAC). The annual request will support one or two TMAC construction-related projects per year, such as 500 feet of roadway granite curb installation, two school zone installations, two average traffic calming installations, several radar sign installations, sign and/or pavement markings, or pedestrian improvements. The goal of the TMAC is to ensure the safety of pedestrians, motorists, and bicyclists. TMAC construction-related projects are not presently funded through the Department of Public Works operating budget. (Submitted by Department of Public Works/Engineering)

The Town Manager's recommendation for Traffic Improvements is \$50,000 to be funded by Free Cash.

PUBLIC WORKS INFRASTRUCTURE PROGRAM

The Public Works Infrastructure Program allows the Department of Public Works to make improvements and repairs to Town infrastructure, including but not limited to roads, bridges, sidewalks, intersections, drains, brooks, and culverts.

STREET RESURFACING The Town aims to resurface 17 lane miles per year. The cost per lane mile for resurfacing in FY22 is \$94,500 or more per lane mile. A basic overlay at 1.5 inches with asphalt berm curb and casting adjustments is \$90,000 per lane mile. The cost of micro surfacing treatments and rubber chip seal surfacing treatments are approximately \$7.40 per square yard. Target funding for street resurfacing in FY2023 is \$1,240,000.

SIDEWALK PROGRAM FY2023 contract pricing to reconstruct one mile of asphalt sidewalk with incidental costs is estimated to be \$418,750 per mile (\$79.00/lf). Contract pricing to install a mile of granite curb with minor drainage improvements and incidental costs is estimated to be \$380,200 per mile (\$72.00/lf). These costs do not include engineering, design, tree removal and replacement, major drainage improvements, or major public or

private property adjustments. Target funding for the sidewalk program in FY2023 is \$798,500.

ROADWAY RECONSTRUCTION/REHABILITATION Marked Tree Road has been excavated by multiple utilities. The roadway is an inconsistent width and has deteriorated. This funding request is for the design phase of this project including the installation of granite curbing, accessible ramps, and sidewalk. It will also include drainage improvements. A focus of the improvements will be on pedestrian access and safety. The construction funding will be requested in FY2025. Target funding for roadway rehabilitation in FY2023 is \$250,000.

INTERSECTION IMPROVEMENTS There have been struggles with bringing appropriate traffic flow through the intersection of Great Plain Avenue and Central Avenue since it was constructed in the 1990s due to property size limitations. There is a historic property on one corner that limits the design. The existing intersection design does not provide the ideal traffic patterns for multiple modes of transportation.

This project will include geometric improvements and replacement/improvement of the traffic signal system. Installing a new traffic signal system that will include modern technology will better control the flow of traffic through the intersection, reducing back-ups of traffic. The layout of the intersection will be improved to increase traffic flow. This intersection redesign will comply with complete streets principles. Target funding for intersection improvements in FY2023 is \$246,500.

BRIDGE REPAIRS Surrounded on three sides by the Charles River, the Town jointly maintains several bridges with neighboring communities. The Massachusetts Bridge Inspection Program has identified several bridges that have some level of deficiency and has recommended future repairs. No funding is allocated to the bridge repair category in FY2023, other than the Central Avenue/Center Street Bridge project proposed for alternative funding sources.

STORM DRAIN CAPACITY IMPROVEMENTS The Stormwater Master Plan has identified several areas throughout Needham where improvements are required to resolve existing problems with flooding and illicit discharge. Since the issuance of the original Master Plan, numerous multi-unit developments have been built in the Town. These developments include new roads with drainage structures and roof or sump connections that are then connected to existing Town systems. These new connections have increased the load on the Town's drainage system and caused flooding in some areas. Unless circumstances require otherwise, FY2023 funding is targeted for Concord Street and Burnside Road. This project includes construction of a new drain that will be connected to the recently extended Greendale Avenue drain project to provide additional stormwater capacity. Target funding for storm drain capacity improvements for FY2023 is \$1,217,000.

GUARDRAIL Many of the Town's guardrails are noncompliant and the department is preparing a plan to upgrade existing guardrails to make them both compliant and aesthetically pleasing. In FY2023, the Town will address the guardrail on Central Avenue between the Dover town line and Fisher Street. There is existing guardrail that has failed, and decorative guardrail that is unsafe. The decorative guardrail will be replaced as part of the Central Avenue/Centre Street bridge project. Other existing guardrail will be replaced with new, code compliant guardrail and areas without a guardrail will have a guardrail installed. In addition, the guardrail on Farley Pond Lane needs to be replaced. The existing guardrail has failed, and safety protocols necessitate a guardrail due to the proximity of Farley Pond to Farley Pond Lane. The existing guard rail will be replaced with

a new, code compliant guardrail, and areas without a guardrail will have guardrail installed. Target funding for guardrail improvements for FY2023 is \$199,000.

BROOKS AND CULVERTS Aging drainage infrastructure including poorly draining brooks, streams, waterways, and culverts throughout the Town have been damaged by heavy rains/storms. Flooding has caused the failure of retaining walls, resulting in extensive erosion and silt deposits in brooks and streams. The silt has provided a medium for vegetation and affected the flow of water, and the situation has resulted in the loss of usable abutting property and flooded basements. A Master Plan will be developed to address deficiencies and help the Town comply with NPDES requirements. The brooks and culvert requests within the infrastructure article moving forward would be based upon the recommendations of the Master Plan. No funding is allocated to the brooks and culverts repair category in FY2023. (Submitted by Department of Public Works/Highway)

The Town Manager's recommendation for the Public Works Infrastructure Program is \$2,655,000 to be funded by Free Cash and \$1,296,000 in the Tier 2 Cash Capital category.

SEWER ENTERPRISE FUND

SEWER MAIN REPLACEMENT/GREENDALE AVENUE/ROUTE 128

This funding request will address the Greendale Avenue/Route 128 sewer interceptor from Cheney Street to Great Plain Avenue. The existing sewer line is deteriorating and in need of rehabilitation/replacement in order to remain functional. The plan is to replace or reline 12,000 feet (2.25 miles) of 18-inch reinforced concrete gravity sewer main running through Town property along Greendale Avenue near Cheney Street towards Route 128, along the Route 128 right of way to Great Plain Avenue. The interceptor collects and conveys wastewater from numerous sewer lines. During the feasibility study, the Town discovered a blockage of the sewer main and two buried manholes that prevented the consultant from providing a complete inspection of the sewer main. The blockage has since been cleared. The FY2023 request is to fund the design phase of this project, which will include relining and/or removing and replacing parts of the sewer main underneath Route 128 at Great Plain Avenue. Funding for the construction phase will be requested for FY2025. (Submitted by Department of Public Works/Water & Sewer)

The Town Manager's recommendation for Sewer Main Replacement is \$1,110,000 to be funded by \$610,000 in Sewer Enterprise Fund Retained Earnings and \$500,000 contingent on eligibility for American Rescue Plan Act funding.

SEWER FLEET REPLACEMENT - SPECIALIZED EQUIPMENT

UNIT	EXISTING	DIVISION	YEAR	REPLACEMENT	AMOUNT
119	International 7400 Series	Sewer	2010	Heavy Duty Truck Class 8 Large Dump	\$291,255

(Submitted by Department of Public Works/Water & Sewer)

The Town Manager's recommendation for Sewer Fleet Replacement is \$291,255 to be funded by Sewer Enterprise Fund Retained Earnings.

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Section 5

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Select Board Goal Statement
Adopted August 17, 2021
Revised January 11, 2022

PURPOSE

The purpose of the Select Board Goals is to effect positive change, set policy direction for Town government, and guide the development of the budget.

GOAL #1: Livable Needham plans for and invests in safe, well-maintained and attractive buildings and infrastructure that accommodate a diverse set of community needs. Needham:

- Promotes and sustains a secure, clean and attractive place to live, work and play.
- Provides a variety of housing types with a full range of affordability.
- Provides high-performing, reliable and affordable public infrastructure and Town services.
- Encourages and appropriately regulates sustainable development.
- Supports and enhances neighborhood livability and walkability for all members of the community.
- Coordinates with state and federal leaders to ensure access to safe, reliable and efficient public transit.
- Coordinates major infrastructure projects and communicates with impacted members of the Needham community.
- Prioritizes the reconstruction and repair of existing sidewalks before embarking on new sidewalk construction. The construction of new sidewalks will be offset by the removal of old, under-used sidewalks.
- Explores targeted opportunities for parcel acquisition.

FY2022-2023 Initiatives	Description
1.1	Seek Funding for Ridge Hill Building Demolition.
1.2	Begin the Ridge Hill/Nike Assessment Phase 2 Project, including working with the Community Farm to make a decision on the long-term plan for the farm at the site as well as considering potential future uses of the site.
1.3	Seek Funding for DPW Facility Refresh.
1.4	Participate on the Planning Board's Affordable Housing Study Committee.
1.5	Evaluate RTS Service Delivery Model to Guide Long-term Investment and Review Operational Efficiencies in the Short-term.
1.6	Explore options for reducing amount of public litter including General By-law re: Household trash & Funding for trash removal efforts.
1.7	Work with stakeholders to manage the impact of the COVID-19 Pandemic on the Town of Needham.
1.8	Seek Funding for School Administration Building.

Fiscal Year 2023 Proposed Budget

1.9	Identify funding for School Master Plan projects & Participate in the Planning Process.
1.10	Review Cheney St. Zoning Referred by TM.
1.11	Evaluate use of ARPA Funding for Identified Infrastructure Projects.

GOAL #2: Economically Vital – Needham has the economic opportunities and resources for residents and businesses to thrive in our community. Needham:

- Supports an environment for creativity, innovation and entrepreneurship.
- Promotes a well-educated, skilled and diverse work force that meets employers' needs.
- Fosters a collaborative and resource-rich regional business climate.
- Attracts, sustains and retains a diverse mix of businesses, entrepreneurs and jobs that support the needs of all community members.
- Supports financial security, economic opportunity and social mobility for all.

FY2022-2023 Initiatives	Description
2.1	Evaluate Chestnut Street Redevelopment.
2.2	Identify Relief Programs for Small Businesses through ARPA Funding.
2.3	Evaluate Expansion of Snow Removal Efforts, including sidewalk plowing strategies.
2.4	Support Zoning Proposals for Outside Seating.
2.5	Develop & Implement Regulations Guiding Outdoor Seating.

GOAL #3: Accessible & Connected – Needham has a multi-modal transportation system that gets people where they want to go, when they want to get there, safely and cost-effectively. Needham:

- Offers and encourages a variety of safe, comfortable, affordable, reliable, convenient and clean mobility options.
- Supports a balanced transportation system that reflects effective land use, manages congestion and facilitates strong regional multimodal connections.
- Provides effective infrastructure and services that will encourage diverse populations to connect to nature and the larger community.
- Promotes transportation options to ensure we remain an age-friendly community.

FY2022-2023 Initiatives	Description
3.1	Seek Funding for a Parking Study that will evaluate parking needs, options, and types in the business districts and identify technology to manage parking.
3.2	Evaluate the role and composition of the TMAC, Transportation Committee, Rail Trail Advisory Committee and Complete Streets Committee.

3.3	Seek Funding for Noise Reduction/Quiet Zone Feasibility & Design.
3.4	Evaluate Future Use of the Rail Corridor between Dover and Newton.
3.5	Implement the Downtown Redesign Phase 2.

GOAL #4: Healthy and Socially Thriving – Needham residents enjoy high levels of physical and mental well-being and abundant recreational, cultural and educational opportunities in an environment where human rights are respected, diversity is celebrated, and neighbors feel connected. Needham:

- Cultivates a wide range of recreational, cultural, educational, civic and social opportunities for all socioeconomic and age groups.
- Supports the physical and mental well-being of its community members.
- Fosters inclusion, diversity and equity.
- Promotes the installation of art and opportunities for community-led art projects.

FY20-2023 Initiatives	Description
4.1	Explore use of ARPA for public Art projects.
4.2	Seek additional funding and expand services for mental and behavioral health needs.
4.3	Identify and implement strategies to hire, support and retain diverse staff at every level of the organization; measure efforts and provide quarterly updates on progress.
4.4	Continue to provide diversity, equity and inclusion professional development opportunities for all staff geared towards deepening understanding and becoming culturally responsive, anti-racist, and anti-biased members of the Needham community.
4.5	Create a framework for how community members can effectively engage in conversations around race, diversity, equity, and inclusion, to build relationships and a stronger understanding of different perspectives and lived experiences.
4.6	Make intentional efforts and identify creative ideas for community outreach to diversify the candidate pool for all appointed Boards and Committees; measure progress.
4.7	Continue NUARI meetings for FY2022, reviewing and providing guidance on recommendations, and provide support to other Boards & Committees on how to apply NUARI principles to their work.
4.8	Encourage Needham non-profit organizations, civic groups, and businesses to adopt or endorse, as appropriate, the NUARI vision statement.
4.9	Include a question in the bi-annual Town survey to gauge residents' perceptions of how welcoming and inclusive the Needham community is.
4.10	Provide support to other Boards & Committees on how to apply NUARI principles to their work.

4.11	Work with the Human Rights Committee to develop a discrimination complaint process and provide forums where individuals feel comfortable discussing their concerns related to diversity, equity, and/or inclusion. Consult with the HRC on their role and next steps.
4.12	Gather information about appropriate acknowledgement of the history of slavery in Needham; ask HRC if this is something that they can take the lead on.
4.12	Develop a plan for use of ARPA funding to continue public health response to COVID-19.

GOAL #5: Safe – Needham is a welcoming and inclusive community that fosters personal and community safety and ensures that all residents are secure and cared for during emergencies and natural disasters. Needham:

- Enforces the law while considering the needs of individuals and community values.
- Plans for and provides equitable, timely and effective services and responses to emergencies and natural disasters.
- Fosters a climate of safety for individuals in homes, businesses, neighborhoods, streets, sidewalks, bike lanes, schools and public places.
- Encourages shared responsibility, provides education on personal and community safety and fosters an environment that is welcoming and inclusive.
- Utilizes Complete Street principles to evaluate and prioritize pedestrian safety on our roadways.
- Prioritizes emergency planning and trainings for Town staff and the community to increase our collective preparedness and resilience.

FY2022-2023 Initiatives	Description
5.1	Actively monitor progress on the law enforcement recommendations that NPD Chief Schlittler presented to the Select Board on June 8, 2021.
5.2	Work with public safety unions to reach agreement on alternatives to the Civil Service system.

GOAL #6: Responsibly Governed – Needham provides excellent customer experience, responsibly manages the Town’s assets and makes data-driven decisions that are also informed by community engagement. Needham:

- Models stewardship and sustainability of the Town’s financial, human, information and physical assets.
- Supports strategic decision-making with opportunities for engagement and timely, reliable and accurate data and analysis.
- Enhances and facilitates transparency, accuracy, efficiency, effectiveness and quality customer service in all municipal business.

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- Supports, develops and enhances relationships between the Town and community/regional partners.
 - Provides assurance of regulatory and policy compliance.
 - Reviews and updates Town policies and regulations.
 - Identifies opportunities for departmental consolidation and efficiency improvement.
 - Identifies opportunities for streamlining permitting processes.
- Provides open access to information, encourages innovation, enhances communication and promotes community engagement

FY2022-2023 Initiatives	Description
6.1	Meet regularly with other boards and committees.
6.1.a	Meet with the Park & Recreation Commission to discuss, among other items, access to bathrooms at fields and playgrounds, consideration of creating a skate park, and upgrading tennis courts and playgrounds.
6.1.b	Meet with the Planning Board to discuss, among other items, zoning to allow brewery/pub uses and tree preservation strategies.
6.1.c	Meet with the League of Women Voters to discuss their recent study recommendation and the concept of term limits.
6.2	Expand the number of boards and committees that can host hybrid meetings by investing in technology and facility improvements (potentially ARPA funded).
6.3	Seek additional package store licenses by filing a Home Rule petition to match the State quota system.
6.4	Create a Public Comment Component at Select Board Meetings as part of the formal agenda.
6.5	Develop a Select Board orientation package.
6.6	Develop a Select Board/Committee code of conduct – policy manual.
6.7	Expand community engagement efforts including growing the newsletter distribution and implementing micro-polling and restoring the citizen satisfaction survey.
6.8	Update the Town website.
6.9	Renew all three cable franchise licenses.
6.10	Discuss Goal Setting Process for future years, building in time to seek input from other boards and the community.

GOAL #7: Environmentally Sustainable – Needham is a sustainable, thriving and equitable community that benefits from and supports clean energy; preserves and responsibly uses the earth’s resources; and cares for ecosystems. Needham:

- Maintains a sense of urgency around climate change.

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- Promotes sustainability, including transitioning from fossil fuels to clean, renewable energy.
- Ensures the efficient use of natural resources.
- Protects and enhances the biodiversity and productivity of ecological systems.

FY2022-2023 Initiatives	Description
7.1	Develop a Climate Action Plan.
7.2	Identify parcel acquisition to comply with Land & Water Conservation Fund requirements.
7.3	Consider Tree preservation strategies.
7.4	Update Appointment Protocol (BOS-ADMIN-003)

CAPITAL IMPROVEMENT POLICIES

A. General Provisions

1. Capital items for the purpose of this Capital Improvement Plan shall be defined as follows:
 - Items requiring an expenditure of at least \$25,000 and having a useful life of more than five years.
 - Projects consisting of real property acquisitions, construction, capital asset improvements, long-life capital equipment, or major maintenance/repair of an existing capital item, as distinguished from a normal operating expenditure.
 - Items obtained under a long-term lease.
2. Town departments will submit spending requests that provide sufficient funding for adequate maintenance and orderly replacement of capital plant and equipment.
3. All assets will be maintained at a level that protects capital investment and minimizes maintenance and replacement costs.
4. All equipment replacement needs for the coming five years will be projected and the projection will be updated each year.
5. Future operating and maintenance costs for all new capital facilities will be fully costed out.

B. Capital Improvement Fund (CIF)

1. In accordance with the provisions of Massachusetts General Laws Chapter 40 Section 5B, as amended by Section 14 of Chapter 46 of the Acts of 2003 and Section 19 of Chapter 140 of the Acts of 2003, the Town of Needham has established a General Fund Cash Capital Equipment and Facility Improvement Fund hereinafter referred to as the Capital Improvement Fund or CIF (Article 58/2004 ATM). The purpose of the CIF is to allow the Town to reserve funds to use for general fund cash capital.
2. Appropriations from the CIF are restricted to the following items for which the Town may borrow for a period of five years or more: the acquisition of new equipment; the replacement of existing equipment; and building and facility improvements which cost less than \$250,000.
3. Only General Fund capital items that have been identified in the CIP for a period of three (3) years or more, and that have been recommended in the Capital Improvement Plan for the current year, are eligible for funding from the CIF.
4. The CIF may be used to pay for recurring equipment replacement needs that have been identified in the CIP and funded in at least three (3) of the five (5) immediately preceding fiscal years.
5. Appropriations into the CIF and interest earnings on the Fund become part of the Fund.

C. Capital Facility Fund (CFF)

1. In accordance with the provisions of Massachusetts General Laws Chapter 40 Section 5B, as amended by Section 14 of Chapter 46 of the Acts of 2003, and as further amended by Section 19 of Chapter 140 of the Acts of 2003, the Town of Needham has

established a Capital Facility Fund (Article 10/2007 ATM). The purpose of this Fund is to allow the Town, from time to time, by appropriation, to reserve funds for the design, maintenance, renovation, or reconstruction relating to the structural integrity, building envelope, or MEP (mechanical, electrical, plumbing) systems of then existing capital facilities.

2. For the purpose of the Fund, the term "capital facility" shall refer to any building or structure which is located on Town property and is under the jurisdiction of the Town Manager.
3. The term "building or structure " shall include, but not be limited to, 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
4. Appropriations into the CFF and interest earnings on the Fund become part of the Fund.

D. Athletic Facility Improvement Fund (AFIF)

1. In accordance with the provisions of Massachusetts General Laws Chapter 40 Section 5B, as amended by Section 14 of Chapter 46 of the Acts of 2003, and as further amended by Section 19 of Chapter 140 of the Acts of 2003, the Town of Needham has established an Athletic Facility Improvement Fund under Article 39 of the 2012 Annual Town Meeting. The purpose of this fund is to allow the Town, from time to time, by appropriation, to reserve funds for the design, maintenance, renovation, reconstruction, or construction of athletic facilities.
2. For the purpose of the fund, the term "athletic facility" shall refer to any Town-owned building, structure, pool, synthetic and natural grass turf playing field or ball diamond, and associated grounds and parking areas whose primary purpose is for organized athletic events for Needham children, adults and public school teams.

E. Debt Service Stabilization Fund

1. In accordance with the provisions of Massachusetts General Laws Chapter 40 Section 5B, as amended by Section 14 of Chapter 46 of the Acts of 2003, and as further amended by Section 19 of Chapter 140 of the Acts of 2003, the Town of Needham has established a Debt Service Stabilization Fund to allow the Town, from time to time, by appropriation, to reserve funds to pay the debt service for engineering and design, renovation, reconstruction or construction of Town facilities.

Approved May 1991; Revised December 20, 2005; Revised May 11, 2010; Revised October 8, 2013; Revised December 20, 2016.

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DEBT MANAGEMENT POLICIES

1. Proceeds from long-term debt will not be used for current, ongoing operations.
2. The Town will strive to limit total debt service, including debt exclusions and self-supporting debt, to ten percent (10%) of gross revenues.
3. The Town will allocate or reserve three percent (3%) of projected General Fund revenue (e.g. property taxes less debt exclusions, state aid, and local receipts) for debt service.
4. The Town will limit annual increases in debt service to a level that will not materially jeopardize the Town's credit rating.
5. For those previously authorized bonded projects with residual balances, the Town Manager shall propose the reallocation of these balances for other capital projects in conformance with Massachusetts General Laws Chapter 44, Section 20.
6. For those previously authorized projects funded with available revenue (tax levy or reserves), that have residual balances in excess of \$5,000, the Town Manager shall propose the reallocation of these balances for other future capital projects in conformance with Massachusetts General Laws Chapter 44, Section 33B. This practice will avoid abnormally inflating general fund surplus with one-time receipts.
7. For those previously authorized projects funded with available revenue (tax levy or reserves), with residual balances of less than \$5,000, the Assistant Town Manager/Finance Director may authorize the Town Accountant to close these balances to the appropriate fund surplus.
8. The Town will attempt to limit bond sales in any calendar year to \$10,000,000 in order to maintain bank qualifications and thereby receive lower interest rates on bonded debt.
9. Long-term borrowing will be confined to capital improvements too expensive to be financed from current revenues. In general, the Town will attempt to finance purchases costing less than \$100,000 with operating revenues.
10. Bonds will be paid back within a period not to exceed the expected useful life of the capital project.
11. To the extent practicable, user fees will be set to cover the capital costs of enterprise type services or activities - whether purchased on a pay-as-you-go basis or through debt financing - to avoid imposing a burden on the property tax levy.
12. Ongoing communications with bond rating agencies will be maintained, and a policy of full disclosure on every financial report and bond prospectus will be followed.

Approved May 1991; Revised December 1998, April 7, 2009

RETAINED EARNINGS POLICY FOR WATER AND SEWER ENTERPRISE FUNDS

It shall be the policy of the Select Board to maintain a level of unreserved retained earnings sufficient to address the financing of: working capital; revenue shortfalls; unanticipated increases in MWRA wastewater assessments; and unanticipated and emergency expenditures.

Unreserved retained earnings are cumulative surplus funds, as certified by the Massachusetts Department of Revenue, that are available for appropriation by Town Meeting to support any capital expense of the enterprise or to reduce user charges.

The rationale for, and the calculation of, unreserved retained earnings to be maintained by the Town are described below and are referred to as the "Liquidity Method" and the "Credit Quality Method." Retained earnings targets shall be calculated using both methods, and shall be set using the method which represents the higher number in any given year. Under the Liquidity Method, the total amount of retained earnings to be maintained shall be equal to 80 percent of the sum of the following individual calculations. The factor of 80 percent is based on the assumption that the likelihood of all factors occurring in one fiscal year is small; therefore there is no need to maintain one hundred percent of the calculated level of retained earnings. Under the Credit Quality Method, the total amount of retained earnings should not be less than fifteen percent of the operating revenue of the most recent audited fiscal year.

Liquidity Method

Working Capital: For those periods where monthly expenses exceed available cash, the water and sewer enterprises must have access to working capital to finance operations. In the absence of retained earnings, operations would require the use of General Fund cash which would reduce General Fund cash available for investment, and consequently reduce General Fund Revenue. To avoid the use of General Fund cash as working capital for the water or sewer operations, retained earnings shall be maintained at a level to provide sufficient working capital to finance the operations of these enterprise funds. The amount retained for this purpose shall be equal to the average of the largest monthly operating deficit of the prior three years.

Consumption Contingency: Annual water and sewer revenue is a function of the amount of water purchased by customers. If, in any year, purchases are less than projected, a revenue shortfall will occur. Retained earnings shall be maintained at a level sufficient to offset any loss in revenue due to unanticipated decreases in purchases. That level shall be equal to the difference of the consumption used for rate making purposes versus the lowest level of consumption for the prior six fiscal years, multiplied by the current sewer rates and water rates shown as Step 3 of the Town's step rate structure. Step 3 is selected as it generally represents the point at which discretionary purchases of water begin. The scenario envisioned here is a wet year in which customers will not need to make discretionary purchases of water.

MWRA Assessment Mitigation: The Town's MWRA wastewater assessment is levied on a fiscal year basis, yet it is a function of the volume of effluent discharged into the MWRA system in the prior calendar year. The Town's wastewater system is subject to high levels of infiltration and inflow (I/I) given its age. Infiltration and inflow can substantially increase the volume of effluent discharged into the MWRA system. Following a year in which high levels of I/I occur, the Town's MWRA assessment will increase at a rate that substantially exceeds the average increase for all MWRA members. An increase of this magnitude can adversely affect rates charged to Town customers. Consequently, retained earnings shall be maintained at a level sufficient to mitigate rate increases needed to fund large increases in the Town's assessment. That level shall be equal to the largest annual amount - for the prior six year period - by

which the average rate of increase in assessments for all MWRA members exceeds the rate of increase in the Town's assessment, multiplied by the most current MWRA assessment.

Unanticipated Budgetary Fluctuation: Retained earnings shall be maintained at a level sufficient to fund unanticipated or emergency capital or operating expenditures. It shall be a goal to maintain an amount equal to 6% of the annual sewer operating budget and 10% of the annual water-operating budget.

Restoration of Depleted Retained Earnings: If, in any year, retained earnings fall below the targets established by this policy, it shall be the policy of the Select Board to set future rates to restore retained earnings to the target level over the following three year period.

Adopted by the Needham Select Board on April 20, 1999; revised June 6, 2003, revised January 12, 2010.

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 methodology that makes determinations of required contributions to achieve future funding levels by addressing risk and time.

ADA - Americans with Disabilities Act

Athletic Facility Improvement Fund - This fund was created at the 2012 Annual Town Meeting. The purpose of this fund is to allow the Town to reserve funds for the renovation and reconstruction of the Town's athletic facilities, with particular emphasis on the turf fields installed at the Memorial Park and DeFazio Field.

American Rescue Plan Act - The American Rescue Plan Act of 2021, also referred to as ARPA, was signed into law by President Joseph Biden on March 11, 2021. ARPA is a \$1.9 trillion Federal rescue package designed to ease the United States' recovery from the economic and health effects of the COVID-19 pandemic. The Act provides financial relief to state and local governments to support public health and promote economic recovery. The Act also provided funding for state and local governments to invest in infrastructure, such as water, sewer, and broadband services.

Appropriation – A legal authorization granted by Town Meeting to expend money and incur obligations for specific public purposes.

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 and/or from a cash payment and/or Town appropriation.

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 Select Board 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 on a multi-year basis.

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.

CARES Act – The Coronavirus Aid, Relief, and Economic Security Act, also referred to as the CARES Act, was signed into law by President Donald Trump on March 27, 2020. This was a \$2.2 trillion economic stimulus package in response to the economic fallout of the COVID-19 pandemic in the United States. The Act provided funding to state and local governments for certain expenses incurred due to COVID-19.

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 Select Board. The debt exclusion question requires a majority vote by voters for passage.

Debt Exclusion Offset – Other funds that are received and are used to reduce the amount of the debt paid by the tax levy.

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 Select Board.

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

Debt Service Stabilization Fund - This fund was created at the November 2015 Special Town Meeting. The purpose of this fund is to allow the Town, from time to time, by appropriation to set aside funds to be available if necessary to pay certain debt obligations. This fund is intended to be part of the Town's overall planning strategy for addressing capital facility needs. The fund provides added flexibility to maintain the Town's capital investment strategy by smoothing out the impact of debt payments in years when the debt level is higher than is typically recommended. The fund would also be beneficial at times when interest rates are higher than expected.

Department - A service providing entity of the town government.

Division - A budgeted sub-unit of a department.

Encumbrance – The setting aside of funds to meet known obligations.

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.

Formula Grant – Federal funding for which the allocation methodology is strictly determined

in federal statute or regulation, and for which a government agency prepares a single application and receives subsequent years' allocation without re-application.

Free Cash – Free cash is the amount of the General Fund unassigned fund balance that may be used as a source to fund appropriations. The Massachusetts Department of Revenue certifies the amount of "free cash" resulting from closing the financial books as of June 30, the end of the fiscal year. Free cash may only be used as an appropriation source after the certification process by the Department of Revenue is complete. For example, the July 1, 2021 certified amount may be used to fund supplemental appropriations voted during fiscal year 2022 or applied as a revenue source to support the fiscal 2023 appropriations that may be voted in the spring of 2022.

Fringe Benefits – Employee-related costs other than salary, e.g., insurance and retirement costs.

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 (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.

Fund Balance - Fund balance is the difference between assets and liabilities in a governmental fund. The fund balance consists of two categories – reserved or unreserved. The fund balance that is reserved means that the resources are in a form that cannot be appropriated and spent (such as buildings) or that the resources are legally limited to being used for a particular purpose. The fund balance that is unreserved represents resources that may be used for any purpose. However, the specific amount of the unreserved balance that is allowed to be appropriated and spent is determined by the Department of Revenue annually. The amount that is determined to be available is referred to as Free Cash.

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 – The Governmental Accounting Standards Board's Statement Number 34 requires government entities to report infrastructure assets in their statement of net assets. The Town of Needham has implemented 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 entity-wide financial statements, in addition to the current fund statements and other additional reports such as Management Discussion and Analysis.

GASB 45 – The Governmental Accounting Standards Board's Statement Number 45 requires

government employers to measure and report the liabilities associated with other (than pension) postemployment benefits (or OPEB). The Town of Needham has implemented statement number 45. 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) - The Massachusetts Water Pollution Abatement Trust in partnership with the Massachusetts Department of Environmental (MassDEP) provides low interest loans to municipalities and other governmental entities to finance water quality improvement and public health-related projects.

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 Budget - A budget making appropriations for the ordinary maintenance or administration of activities for the fiscal year.

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.

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 Select Board.

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 2 ½ - 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 municipalities and districts to create one or more stabilization funds, which are special reserves into which monies may be appropriated and reserved for later appropriation for any lawful municipal purpose. Creation of a fund requires a two-thirds vote of Town Meeting. The Treasurer shall be custodian of the fund(s) and may invest the proceeds legally; any interest earned shall remain with the fund.

Technology Infrastructure - The hardware and software that support information requirements, including computer workstations and associated software, network and communications equipment, and system-wide devices.

Town Meeting - Town Meeting is both an event and a governmental body. As an event, it is a gathering of a Town's representative Town Meeting Members (TMM), and is referred to as "the Town Meeting." As a governmental body, it is the legislative body for the Town of Needham, and is referred to simply as "Town Meeting."

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.

Warrant - The warrant lists a Town Meeting's time, place, and agenda. A warrant is also known as a warning. A Town Meeting's action is not valid unless the subject was listed on the warrant.

Updated 01/01/2022

Town Manager Budget Guidelines

Budget Process

This booklet includes instructions, forms, and key dates for submitting budget requests for fiscal year 2023.

The annual budget cycle begins soon after the start of the current fiscal year. Preliminary budget requests from all municipal departments are submitted in the fall, and each department manager is scheduled to meet with the budget review team to review their operating budget submissions. As in past years, I will invite the Finance Committee liaisons to participate in these preliminary budget reviews. All departmental spending requests are then submitted together to the Finance Committee by the second Wednesday in December.

During the months of December, January and February, the Finance Committee holds hearings with departments. At the same time, the budget review team will be working to balance spending requests with available revenue. The Town Manager's balanced budget proposal is then forwarded to the Finance Committee by January 31st.

Spending Requests

There are two levels of spending requests – base requests and performance improvement requests.

Base Budget Requests – Also referred to as level-service requests, the base budget request assumes that the same level of service will be provided by the department in fiscal year 2023 as was planned for fiscal year 2022. Base budget requests should include:

1. Adjustments for salaries and wages, expenses, and operating capital due to changes in staff, contract pricing, service fluctuations, etc.
2. Statutory and regulatory mandates which the Department is responsible.
3. Salary and wage increases provided for by collective bargaining agreement or personnel policy, as provided on the PRD1 forms; and
4. Other items considered necessary and approved by the Town Manager.

Performance Improvement Requests – While opportunities for Performance Improvement funding are always limited, department managers are invited to submit such requests on the DSR4 form. Performance Improvement requests for additional headcount must include a detailed analysis of the condition giving rise to the request, and a description of other alternatives for providing the service that were explored by the department. This category of spending requests includes items such as:

1. Funding to meet significant inflationary pressure or target population increases; and
2. Funding for contractual or personnel services that will improve service delivery, result in future cost-savings (such as through reduced legacy costs), or are deemed necessary to meet goals and objectives set by the Town and its policy-making boards. Performance Improvement requests should articulate how the funding will contribute to ensuring that Needham is a livable, economically vital, accessible and connected, healthy and socially thriving, safe, responsibly governed, and environmentally sustainable community.
3. **New for FY2023**, in recognition that successful operations need to look out beyond one fiscal year, the DSR4 form has been revised to more clearly show future demands that the department faces by documenting funding requests for the operating budget

that are forthcoming not in FY2023, but in a future year. This assists the Town in planning future funding demands.

Operating Budget Submission Requirements

Please comply with the following submission requirements:

1. Review all the text and make sure it is fresh and up-to-date.
2. Provide short and concise narratives.
3. Include relevant charts and tables to support the budget request.
4. Include a chart in the Budget Statement section of the DSR1 form that clearly identifies requested line item changes by category. A sample is included in the budget guidelines.
5. Proofread the text for spelling and grammar.
6. Round to whole dollar amounts.
7. Check the math, then recheck the math, and last recheck your math.
8. When referring to a fiscal year, use the format: "**FY2023**".
9. Follow the required margins and font instructions.
10. Eliminate any dead space.
11. Do not include pictures in the narrative. Pictures should be reserved for Town Meeting presentations and the Annual Town Report.
12. Do not attach any supplemental material that is not embedded in the DSR1.
13. Print and review the document before filing to make sure it fits properly on the page.
14. Ask an employee in another department to read the document for tone, spelling, spacing, clarity, etc. Members of the budget review team are sure to ask who reviewed your document!
15. If you are uncertain whether an item should be filed as a DSR4 or as a special financial warrant article (DSR5), please contact the Assistant Town Manager/Director of Finance for guidance. Note that requests for studies should be submitted on the DSR5 unless they are leading to a construction project, in which case they should have been submitted during the capital planning process.

Many individuals have devoted considerable time and effort to developing the budget forms, calculating the PRD1 data, and preparing for the budget process. This allows department managers greater opportunity to analyze historical spending patterns, make necessary adjustments, evaluate the operations of your departments, identify areas for improved efficiency and service delivery, and translate those ideas into understandable and persuasive spending requests. As you will be presenting and defending information provided to you by others, it is critically important that you understand all of the material. If you have any questions or need additional information, please contact the Finance and Human Resources Departments as necessary.

I appreciate your commitment to the Town and our constituents – be they businesses, residents, or other departments. More than ever, the Town will rely on the thoughtful and professional participation of all of you in order to meet the challenges ahead.

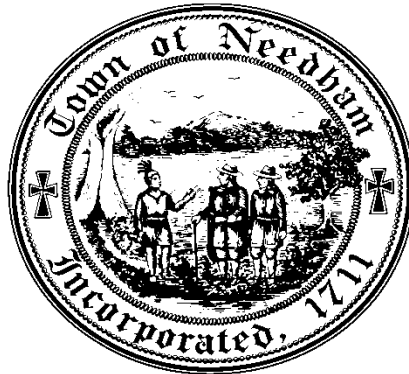
Thank you,

Kate Fitzpatrick

Town Manager
September 27, 2021

TOWN OF NEEDHAM

**Fiscal Year 2023
Budget Guidelines**



**Kate Fitzpatrick
Town Manager**

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PREPARATION HINTS

Please do not change any **margin settings** [All are set at 1"] or the **font styles or sizes** [the primary font is VERDANA 10]. They have been predetermined so that the Town Manager's Budget will have a uniform look throughout and can be more easily bound so that text will not be hidden. If you need or want to bring attention to a particular word, phrase, or sentence you may **bold** or underline as appropriate. You may also use **highlighting** or *italics*, but please be aware that they don't photocopy as well.

Personnel: In accordance with the State's accounting rules for operating budgets, payment of salary and wages are to be charged to the fiscal year in which the related time falls. This means that in the first or last week of any fiscal year, and more often than not both, the accounting for the payment wages is split between two fiscal years. Budgeting for salary and wages should be based on 52.2 weeks (or 52 weeks plus one extra working day). The estimated dollar impact of the additional day is shown on its own line near the bottom of the PRD1 schedule as "Budgetary Adjustment". **All individual positions are calculated based on 52 weeks.**

Calculating Overtime: *The amount for budgeting general overtime should not be more than overall wage growth, unless you document in your budget submission the reason for a higher amount and the calculation used for the submitted amount. Generally, increases in the overtime budget should not be more than 4.00%.*

Energy and Fuel Prices: The Town budgets for all General Fund electricity and natural gas expenses under one budget – Needham Electric, Light and Gas Program. This has been done to manage the Town's solar program, to improve the transparency of energy use and to help expedite movement towards the Town's "Green" goals. Heating oil, gasoline, and diesel fuel are budgeted and managed in individual operating budgets. In lieu of specific documentation, the following prices per unit (see below) may be used in developing your department spending request for Fiscal Year 2023. Departments must provide the actual consumption data for 2021, 2020, and 2019 in their budget submission if the budget includes funding requests for the items below. In order to calculate your requested budget amount for the supplies below, you may use the higher of the three-year average or the FY2021 actual, multiplied by the rates below. In addition, you must also include in the budget request any flat dollar charges (including the monthly service fees) paid for the service. These are the fees that will be paid during the period of July 1, 2022 through June 30, 2023.

Gasoline 87 Octane	\$3.67/gal
Diesel Low Sulfur	\$3.60/gal
Heating Oil #2	\$3.29/gal
Electric	\$0.23/kwh
Natural Gas	\$1.54/therm

Expenses: There are no automatic across-the-board percent changes for any expense; calculations must be based on the best information that is available to you at the time of submission, and you must be able to document how you came to the requested amount.

***** It is very helpful for you to first complete the Excel budget worksheet (EBW1) before completing the Department Spending Request forms. *****

BUDGET SUBMISSION CHECKLIST

1. Read the Budget Guidelines.
2. Attend the Budget Submission Overview Session Presented over ZOOM. The session is scheduled for **Wednesday, September 29, 2021 at 9:30 a.m.** Advance registration is required.
3. Complete all required forms. Most forms will be found on the Common Drive (K) in the **_FY2023 Budget File** folder. The Excel Budget Worksheet (EBW1) will be sent to you directly by the Assistant Town Manager/Director of Finance after you attend the Budget Training Session. If you cannot access the file, please contact the Assistant Town Manager/Director of Finance to make other arrangements.
4. Fully complete the Schedule of Fees, Fines, and Charges form and return to ddavison@needhamma.gov the Assistant Town Manager/Director of Finance by **Thursday, October 7, 2021.**
5. Most technology requests should come through the Finance Department. Any request for technology hardware or software is to be submitted to Director of Management Information Systems by **Friday, October 8, 2021.** Your request will be evaluated by the Information Technology Center prior to any submission to the Town Manager. ***Effective for FY2023 you must disclose to the Finance Department the number of Office 365 licenses needed for FY2023. You must also disclose the number of email accounts needed. The annual fee will continue to be paid by the Finance Department, but only if disclosed by the department to Finance and ITC concurs.***
6. Building related budget requests that do not constitute capital improvement are budgeted in the Department of Public Works, Building Maintenance Division. Illustrative examples of such requests include, but are not limited to, additional custodial staff, painting of offices, new rugs, blinds, and portable air conditioners. Your request is to be submitted via email to csimchak@needhamma.gov by **Friday, October 8, 2021.** Your request will be evaluated by the Department of Public Works prior to any submission to the Town Manager.
7. Review and verify the Position Register Detail worksheet (PRD1). If you need information regarding pay classification or collective bargaining agreements contact the Director of Human Resources. Any change to the PRD1 must be sent to Assistant Town Manager/Director of Finance who will determine whether a change is necessary.
8. Review your narrative to ensure it is written for the layperson.
9. Re-check all dollar amounts – round to the nearest dollar. Do not include cents on any of the forms. Re-check all totals to make certain they total correctly.
10. Submit all spending request forms electronically by saving the forms under your Department's designated budget submission folder found on the Common Drive (K) in the **_FY2023 Budget File** folder. **Requests are due 1:00 p.m. Monday, October 25, 2021.**
11. Prepare for your appointment to discuss your Department's requests.

Fiscal Year 2023 Proposed Budget

KEY DATES FOR THE FY2023 BUDGET PROCESS (REVISED)

Date	Activity
2-Aug-21	Capital Improvement Budget Guidelines Released
3-Aug-21	Capital Submission Overview Session 10 A.M. to 12:00 P.M.
4-Aug-21	Capital Submission Overview Session 10 A.M. to 12:00 P.M.
3-Sep-21	Vehicle Request Forms Due
8-Sep-21	Town Manager Budget Consultation with the Finance Committee
14-Sep-21	Town Manager Budget Consultation with the Select Board
27-Sep-21	FY2023 Operating Budget Guidelines Released
29-Sep-21	FY2023 Operating Budget Submission Overview Session 9:30 A.M. to 12:30 P.M.
7-Oct-21	Schedule of Fees and Charges Due
8-Oct-21	Last chance for a department to submit a FY2023 operating budget request to another department, e.g., building maintenance needs, technology needs, etc.
15-Oct-21	Capital Requests Due
25-Oct-21	Department Spending Requests (DSR) Due
25-Oct-21	Special Town Meeting (Powers Hall)
27-Oct-21	Town Manager Budget and Capital Review Meetings with Departments Begin
8-Dec-21	Department Spending Requests are Due to Finance Committee from the Town Manager and School Superintendent
4-Jan-22	FY2023 – FY2027 Capital Improvement Plan Released
4-Jan-22	Town Manager Budget Consultation with the School Committee
31-Jan-22	Town Manager's Balanced Budget Due to the Finance Committee
7-Feb-22	Warrant Articles for 2022 Annual Town Meeting are Due to the Select Board
22-Feb-22	Finance Committee FY2023 Draft Budget Due to the Town Manager
15-Mar-22	Finance Committee Budget Recommendations are Due for Inclusion in the Annual Town Meeting Warrant
12-Apr-22	Town Election
2-May-22	Annual Town Meeting
1-Jul-22	Start of Fiscal Year 2023

AN OVERVIEW TO THE DEPARTMENT SPENDING REQUEST FORMS

Spending Request Forms

The spending request forms are to be used at the department-wide level and may be used at the division levels of the organization. Department managers should not prepare forms for programs, but if the department manager needs or wants to identify a particular program or the costs associated with it, this can be explained under operational considerations on the Department Information (DSR1) form. At a minimum, most department managers will complete the Department Information form and the Department Expenditure Detail (DSR2) form which consists of three parts: personnel, expenses, and operating budget capital, and the Excel Budget Worksheet (EBW1). Department managers wanting to submit requests for additional hours for existing positions, for additional new staff positions, or for new services must use the Performance Improvement Funding Request (DSR4) form. How this information is to be entered on the EBW1 form will be explained at the budget submission training. A department seeking funding that would not be part of the operating budget or qualifies as capital, or seeks approval of a financial related item that may require separate Town Meeting action, or would only be considered if an alternative source of funds is secured, should be submitted on Special Warrant Article Request (DSR5) form.

EBW1: Excel Budget Worksheet – you should complete the worksheet **before you begin to fill out the DSR forms.** The purpose of this worksheet is to have departments enter their spending request amounts by the account numbers that the expenditures are tracked in the Town's accounting system. This information will be uploaded into Infinite Visions (IV). After Town Meeting has acted on the budget, and any changes that may have been made by Town Meeting have been reflected in the spending request, the budget data will then be transferred into the General Ledger. This will allow departments to begin preparation for the new fiscal year sooner. The worksheet that you will complete shows the Department's current budget as it was posted into IV prior to the start of the fiscal year. There are columns to enter your DSR2 and DSR4 spending request amounts. The worksheet will total, show the dollar change from the current year for each account number and will show the percent change the requested total is to the current year total budget.

DSR1: Department Information – the purpose of this form is for the department to provide a narrative about the department, including financial and services demands. The form focuses on factors affecting the cost of services, and explains programs that are operated through revolving funds, grants, or donations. This form should include information relative to the department's accomplishments over the past year, goals for the coming year, and should identify efforts undertaken in the area of performance measurement (benchmarking, program evaluation, and/or customer satisfaction). The department's spending request is to be summarized at the bottom of the form.

DSR2: Department Expenditure Detail – the purpose of this form is to provide budgetary information about personnel and non-

personnel costs. The form is broken into subsections for personnel salary and wage costs, and a line by line expense detail.

The DSR2A section provides the reader with an overview of the staffing levels broken out by the major salary and wage items for the department. If applicable, information for line one of the form (Salary and Wage Permanent Positions) has been provided to you on the Position Register Detail (PRD1) worksheet. You have been provided specific details of compensation by position on the PRD1 worksheet. The PRD1 worksheet lists the permanent full-time and part-time positions; it does not list seasonal, temporary, substitute, or other non-permanent positions. The department manager should determine what amounts, if any, are necessary to fund these services. If the amount changes from the current year you must explain the basis for the change. This information is to be requested under line 2 of the form. If there is scheduled overtime or other compensation that is not incorporated in the PRD1 worksheet, those should be shown in the respective lines, e.g., payment in lieu of vacation, stipends not inherent to a permanent position, seasonal labor, etc.

The DSR2 form is also broken out between expenses (DSR2B) and operating budget capital (DSR2C). This section provides a line by line expense detail of services, supplies and other costs. You must provide a short description of the major items which make up the total object code request. There are examples of the type of expenses that may fall under the different object codes provided in **Appendix A**.

DSR3: Department Personnel Supplement - the purpose of this form is to allow departments to provide additional information about positions that are not detailed on the PRD1 schedule, or wage expenses that are not easily discernable from the information provided under sub sections 2, 3, and 4 of the DSR2 form.

DSR4: Performance Improvement Funding Request - the purpose of this form is to allow departments to identify specific funding requests above the Base Request that would, if funded, provide the resources to allow the department to improve, expand, and/or address unmet needs. Requests for additional hours, additional positions, or new positions must be included on the DSR4 form, and not embedded in the Department Expenditure Detail (DSR2) form. The details for additional personnel resources must be shown on the DSR4S (supplemental form for personnel requests) form. Each position requested and each request for an increase in hours must be submitted on its own DSR4S form. No personnel-related request will be considered if the DSR4S form is not completed and submitted. **The form design now allows the department to submit not only for the coming fiscal year, but also for a future fiscal year.**

DSR5: Special Financial Warrant Article Request - the purpose of this form is to allow departments to submit other types of financial requests that may not necessarily be part of the operating budget or qualify as a capital expenditure. This form **must** be used if a request requires a Town Meeting appropriation (e.g., senior corps program), or seeks alternative funding such as CPA. **This form will be provided to the Finance Committee and Select Board at the same time the department spending requests are provided.**

PRD1: Position Register Detail - this worksheet was prepared by the Finance and Human Resources departments. This information provided most if not all of the figures that have been prepared and for you to report on DSR2. This register shows the positions that are **currently funded for FY2022** in the department's budget and projected compensation for each position based on the incumbent (as of September 1, 2021). If a position has been filled within the last year, we budget FY2023 at the new hire's estimated step for FY2023 or the middle of the compensation range for the position, whichever is higher. We ask that you review the PRD1 for accuracy. **Although we make every effort to be accurate, we rely on the department manager to ensure that the PRD1 is reflective of all existing personnel and the pay rates are correct.** The schedule **does not** include overtime or other non-definitive salary and wage items such as payment in lieu of paid time off, tuition reimbursement, seasonal labor, etc. The department manager should be in a much better position to determine the amounts, if any, are necessary to funds those costs. The schedule **does not** include any additional positions or any increase in hours for existing positions. This information is to be requested and itemized in the DSR4 form. Please note any changes proposed to the PRD1 form must be approved by the Assistant Town Manager/Director of Finance.

Schedule Fees and Charges - this is an internal document to be prepared by the department and submitted to the Finance Department to disclose all the non-tax and non-state aid revenue collected by the department. The information is important in order to ensure that the Town is conducting regular reviews of the various revenues collected and that rates are current. The Town will produce a comprehensive schedule of fees which will be for public inspection.

**Department Information
DSR1 Form
Instructions**

DSR1 – Department Information

This form serves as a cover letter to explain the spending request for next year. The form focuses on factors affecting the cost of services, and explains programs that are operated through revolving funds, grants, or donations. This section should include information relative to the department's accomplishments over the past year, goals for the coming year, and should identify efforts undertaken in the area of performance measurement (benchmarking, program evaluation, and/or customer satisfaction). The department's spending request is to be summarized at the bottom of the form.

1. **Department:** Fill in the name of the department.
2. **Department Mission:** This section is to provide a description of the Department, including the primary business centers. Explain the primary functions the department provides to the Town. For most departments a single paragraph should be sufficient to provide an overview.
3. **On the Horizon:** This section is to provide information regarding any internal and external pressures that are affecting the department and are driving cost increases. **The narrative must include an overview of the how COVID-19 has changed the method of operations which are anticipated to be ongoing.** Explain the challenges the department had to overcome in order to continue to be of service to the public. Discuss projects and activities that the department is or will be undertaking within the next two to four years. Explain what resources will be required to address these issues.
4. **Budget Statement:** Explain the dollar changes to your department's FY2023 request from the current appropriated budget for FY2022. **You must clearly identify and explain any increase or decrease from the current budget.** *Here is an example of the format that was utilized by DPW which is the preferred style.*

Line	Div.	Description	Change from FY21	Comments	Net Change
Energy	Build Maint	Oil	(\$656)	Remove Ridge Hill from oil, based on 3 year average of remaining facilities	(\$656)
Repairs & Maintenance Services	Build Maint	Alarm and Sprinkler Servicing	(\$9,348)	Based on current contract pricing	\$34,261
	Build Maint	Building Repairs	(\$12,290)	Based on actual spending in FY2017	
	Build Maint	Door Access Systems	\$426	Based on actual spending in FY2017, and current contract pricing	
	Build Maint	Door Repairs	\$1,377	Based on current contract pricing	
	Build Maint	Electrical Repair	(\$16,476)	Based on actual spending in FY2017	

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Line	Div.	Description	Change from FY21	Comments	Net Change
	Build Maint	Elevator Maintenance	\$28,377	Based on current contract pricing	
	P & F	Equipment Repair	\$5,000	Based on actual spending in FY2017	
	Build Maint	Equipment Repair	\$4,000	Based on actual spending in FY2017, and current contract pricing	
	Build Maint	Generator Repair	\$10,232	Based on actual spending in FY2017, and current contract pricing	
	Build Maint	Hardware Maint. Agree	\$14,568	Based on 3 year average spending	
	Build Maint	Masonry Repair	(\$18,632)	Based on actual spending in FY2017, and current contract pricing	
	Build Maint	Mech. Electric. Plumb.	\$11,000	Based on actual spending in FY2017, and current contract pricing	
	Build Maint	Plumbing Repairs	\$14,456	Based on actual spending in FY2017, and current contract pricing	
	Build Maint	Roof Repairs	\$3,876	Based on actual spending in FY2017, and current contract pricing	
	Highway	Specialty Signs	(\$2,305)	Moved to Public Works Supplies	
	Build Maint	Vehicle Repair	(\$12,000)	Moved to Fleet	
	Fleet	Vehicle Repair	\$12,000	Moved from Building Maintenance	

You should identify changes in **personnel** levels which have occurred over time and whether the department may be seeking additional hours for existing positions, or additional positions. However, if you are seeking such an increase the request must be made through the **DSR4 form** and not embedded in the Base Request. You should also disclose any increased costs in **expenses** which have impacted the department's ability to provide the expected level of service for the current year budget, and/or any increase in the **expense** dollar request over the current fiscal year budget. Indicate whether the cost is fixed and/or non-discretionary, or whether it is discretionary based on numbers served. Indicate which expenses are covered by related program/service generated revenue which is credited to the general fund, as opposed to a reserve or revolving fund, (e.g., each additional parking permit tag sold generates more income, but also requires an appropriation to pay for the physical tag to be increased as well).

The department should also identify programs that are supported or administered by the Department which are funded in part or fully by a **revolving fund, grant, or donation**. Also identify activities that are supported by volunteers. However, do not include in the budget request any amounts that will be paid by a revolving fund, grant, or donation. You must disclose in your

narrative any Federal and/or State grants that have been relied upon to support ongoing programs or that make available resources which allow the Department to perform its primary responsibilities. **You should disclose all grants received during FY2021 and FY2022 (to date) that have been provided due to COVID-19.** You should also answer the question on the DSR2 form whether there are grants.

This section should also include details of any significant changes that would affect the revenue estimate for the fiscal year, (e.g., change to the fee structure, change in level of demand for a service, creation, or elimination of a program or service). Any adjustment to a charge or fee for next year that is pending action by a Board, Committee, or Town Meeting must be disclosed with a justification as to why you expect the change to be approved and included in the revenue estimate.

5. **Accomplishments and Activities:** Discuss recent accomplishments and goals met in the past year, provide information on workload and performance related activities, ideally three or more years of results is preferred.
6. **Spending Request Recap:** This section is to summarize the spending requests identified under DSR2 and DSR4 Forms, and any additional amounts which are appropriated under separate budget lines at Town Meeting. The DSR2 totals are to be shown under the Base Request column; DSR4 requests are totaled and shown in their own column. If your Department's spending request includes a different appropriation line description (e.g., Snow and Ice), type in the title under the description column and enter the amount(s) under the respective columns.

Fiscal Year 2023 Proposed Budget

Department Information DSR1			
Department		(see instruction #1)	
Department Mission			
(see instruction #2)			
On the Horizon			
(see instruction #3)			
Budget Statement			
(see instruction #4)			
Accomplishments and Activities			
(see instruction #5)			
Spending Request Recap (see instruction #6)			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages			
b) Expenses			
c) Capital			
d)			
e) Total DSR2 & DSR4 Request (a through d)			
			V2023

**Department Expenditure Detail
DSR2 Form
Instructions**

DSR2 – Department Expenditure Detail

The purpose of this form is to provide budgetary information about personnel and non-personnel costs. The form is broken out by subsections for personnel salary and wage costs, and a line by line expense detail.

DSR2A Section - Personnel

The purpose of this section is to provide the personnel budget data for the department. Information for line 1 has been provided to you on the PRD1 worksheet. The forecast assumes an annualized salary level based on the rate of pay on the last day of the fiscal year (06/30/23) for a period of **52** weeks. You are more familiar with individual situations, and we will rely on you to review the information carefully. You have been provided specific details of compensation by position on the PRD1 worksheet. The PRD1 worksheet lists the permanent full-time and part-time positions; it does not list seasonal, temporary, or non-permanent positions (positions which rates of pay are found in Schedule C). If there is scheduled overtime or other compensation that is not calculated in the PRD1 worksheet, these should be shown in the respective lines. **Requests for new positions must be included on the DSR4 form, and not embedded in the DSR2A.** Please remember to disclose any significant changes from the prior year and identify the reasons under the **Operational Considerations** section of the DSR1 form.

1. **Department:** Fill in the name of the department and if desired, the division.
2. **Permanent Personnel:** Enter the head count for the number of full time positions under the **FT Head Count** column, the number of "permanent part time" benefit-eligible positions under the **PT Head Count** column, and the appropriate calculation of the two columns as **Full Time Equivalent (FTE)** under that column (this information has been provided to you on the PRD1 form). You should enter the number that was funded in the prior fiscal year, the current fiscal year, and the expected number of positions that will be funded within the **Base Request** for next fiscal year. Please note that the FTE count should **NOT** include the portion of the position that is grant and/or revolving fund supported, or temporary, seasonal, and other **Schedule C (Schedule L for library staff)** positions regardless of the funding source. The FTE total for FY2023 must equal the total shown on the PRD1 report. Please contact the Assistant Town Manager/Director of Finance if you have questions.
3. **Personnel Non-Budget:** Identify whether the department will rely on any positions funded by a grant and/or revolving fund to provide services next year (FY2022). Indicate the number of full-time and part-time positions that are funded by these sources. Do not double count positions – these positions should not be duplicative of the figures entered in the lines above (item 2) that are funded by the operating budget.
4. **Union Positions:** Identify the number of funded positions by union that are part of the department operating budget. If there are no union positions in the department, mark "NA"

5. **Salary and Wage Permanent Positions (line 1):** Fill in the total salary and wage amount to fund the full time positions and "permanent part time" positions (these are usually positions working an average of 20 hours or more per week, but may be less than 20 hours provided the work is on a regular basis and the position is held by a specific individual – **a position that is filled in by more than one individual or a rotating or as needed basis is considered temporary help – see #6**) in the Base Request. This information is obtained from PRD1 worksheets. Although we make every effort to be accurate, we rely on the department manager to ensure that the PRD1 is correct. The amount shown on the PRD1 worksheet are to be sub totaled by the amount that is classified in the General Ledger as regular personnel expense and the amount that is classified as other personnel expense. Other personnel expenses are salary and wage items that are coded within the 519x series (i.e., education pay, uniform pay, etc.) If there is other compensation that was not included in the PRD1 form but is paid to full time or permanent part time employees, you will need to add and itemize this information under the "Other Salary and Wage Expenses" section (see instruction #7). Some examples of other salary and wages would be payment in lieu of accrued leave, tuition reimbursement, training, and stipends not specific to the position or part of a collective bargaining agreement. Calculate the total of the lines (a – i) and enter the amount to the right of **Sub Total 1**. *This total must agree with the PRD1 sheet.*

6. **Salary and Wage Seasonal and Temporary Positions (line 2):** Fill in title or general description of the positions or work that would be funded. You should also include temporary part-time, intermittent and substitute workers, and seasonal help under this section; many of these positions are listed on Schedule C, but not all positions are listed under Schedule C. Provide an explanation of how the total was determined, e.g., number of hours, number of dates, events, etc. Calculate the total of the seasonal and temporary positions and enter the amount to the right of **Sub Total 2**.

7. **Salary and Wage Overtime (line 3):** Fill in the total overtime budget request. Provide an explanation for the overtime. Calculate the total of the overtime and enter the amount to the right of **Sub Total 3**.

8. **Other Salary and Wage Expenses (line 4):** Itemize other salary and wage expenses which are not included in line one, two, or three e.g., payment in lieu of vacation, tuition reimbursement, stipends, etc. Then calculate the total of the individual entries, if any, shown on lines a, b, c, d, e, and f. Calculate the total of the other salary and wage expenses enter the amount to the right of **Sub Total 4**.

9. **Total Salaries and Wages (line 5):** Combine the totals of 1, 2, 3, and 4 and enter the amount to the right of **Total Salaries and Wages**.

If you have difficulty determining the amount for any position, please contact the Human Resources office.

DSR2B & DSR2C Sections – Expenses and Capital.

This section provides a line by line expense detail of services, supplies, materials, tools, equipment, and operating budget capital requested by the department. You must provide a short description of the major expenses that make up the total for each object code. Some

examples of the type of expenses which would be included under the respective object codes are shown on the form. It is up to each department manager to determine whether to prepare division based expense requests or a combined single total department request, (remember divisions are not programs, e.g., Highway is a division of DPW, but traffic control is a program within the highway division of DPW). Use as many lines as necessary to provide the appropriate amount of detail.

10. **Object/Description:** The shaded column on the left lists the basic object codes (we have included the primary object code digits (the first three of the four digits) for your reference as to the expenses that are to be reported on the line). To the right is an area intended to describe the significant components that make up the total for each accounting object code. For a listing of which object codes fall under the account group, refer to the **Account Codes** found in **Appendix A**. Describe the major items that make up the expense line. In parenthesis enter the total which corresponds to the identified expense described to the immediate left, e.g., for the "Communications" expense code the components that make up the total object are:

Object	Description	Amount
Communications (543X)	Postage (\$1,200)	
	Cellular Service (\$840)	
	Photocopying Fees (\$500)	
	Legal Notices (\$775)	
	Other Communication Expenses (\$115)	\$3,430

The individual components must total the amount typed under the "Amount" column (see item 10).

11. **Amount:** Enter the total of the itemized expenses shown to the immediate left.
12. **Total Expenses (line 6):** Calculate the total of all object lines and enter the amount to the right of the shaded area.
13. **Total Operating Budget Capital (line 7):** Calculate the total of any capital items requested through the operating budget in line and enter the amount to the right of the shaded area. **Operating Budget Capital** items are those items which either have a total cost of less than \$25,000 or have a primary operational useful life of less than 5 years.
14. **Total Base Request (line 8):** Enter the combined total of lines five, six, and seven.
15. **Does the Department depend on any Federal or State grants to provide services?:** Indicate with an "X" in the appropriate box (YES or NO) whether the Department receives or relies on any Federal or State grants to fund services or to provide resources (supplies, contractors, services, multiparty agreements, etc.) that the Department relies on to do its primary responsibilities. This should be explained in the Department narrative in the DSR1 form.
16. **Did the Department submit any requests for FY2023 for the replacement or upgrade of technology or software to the Information Technology Center?:** Indicate with an "X" in the appropriate box (YES or NO)

whether the Department submitted, by the deadline, any requests for the replacement and/or upgrade of technology and or software the Information Technology Center (ITC).

17. **Did the Department submit any requests for FY2023 to the Department of Public Works/Building Maintenance division to improve or upgrade a public building or facility?:** Indicate with an "X" in the appropriate box (YES or NO) whether the Department submitted any requests to improve or upgrade a public building or facility.
18. **Recheck your work.**

Fiscal Year 2023 Proposed Budget

Department Expenditure Detail DSR2													
Department				(see instruction #1)									
Object				Description						Amount			
DSR2A													
Permanent Personnel (see instruction #2)	Last Year (FY2021)			Current Year (FY2022)			Next Year (FY2023)						
	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)				
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services? (see instruction #3)						Yes	No	FT Head Count	PT Head Count				
Union Positions: (see instruction #4)						BCTI A	Fire A	Fire C	ITWA	NIPE A	Police	Police Superior	NA
1. Salary and Wage Permanent Positions. (see instruction #5)													
a. PRD1 Salary and Wages Base													
b. PRD1 Differentials (Conditions, Requirements, Shifts)													
c. PRD1 Education													
d. PRD1 Extra Holiday													
e. PRD1 Longevity													
f. PRD1 Snow Program													
g. PRD1 Uniform													
h. PRD1 Other Compensation													
i. PRD1 Budget Adjustments													
										PRD1 Sub Total			
j. DSR3 Other Compensation													
										Sub Total 1			
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below) (see instruction #6)													
a.													
b.													
c.													
d.													
e. DSR3 Total													
										Sub Total 2			
3. Salary and Wage Overtime (Itemized Below) (see instruction #7)													
a. Scheduled Overtime (contractually obligated)													
b. Training and Development													
c.													
d.													
e. DSR3 Total													
										Sub Total 3			
4. Other Salary and Wage Expenses – (Itemized Below) (see instruction #8)													
a. Incentive Programs													
b. Pay In Lieu of Accrued Leave													
c. Program Stipend													
d. Tuition Reimbursement													
e. Working Out of Grade													
f. DSR3 Other Compensation													
										Sub Total 4			
5. Total Salary and Wages (1+2+3+4) (see instruction #9)													

Fiscal Year 2023 Proposed Budget

DSR2B				
Object	Description (see instruction #10)	Amount (see instruction #11)		
Energy (521x)				
Repairs & Maintenance Services (524x – 525x)				
Rental & Leases (527X)				
Other Property Related Services (529x)				
Professional & Technical Services (530x – 531x)				
Communications (534x)				
Recreational & Cultural Services (535x)				
Other Purchased Services (538x)				
Office Supplies (542x)				
Building & Equipment Supplies (543x)				
Custodial Supplies (545x)				
Grounds Keeping Supplies (546x)				
Vehicular Supplies (548x)				
Gasoline and Diesel Fuel (5481)				
Food and Service Supplies (549x)				
Medical Supplies (550x)				
Public Works Supplies (553x)				
Other Supplies & Equipment (558x)				
Governmental Charges (569x)				
Travel & Mileage (571x – 572x)				
Dues & Subscriptions (573X)				
Other Expenses (574 X – 579x)				
6. Total Expenses (see instruction #12)				
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital (see instruction #13)				
8. Total Base Request (Line 5 + Line 6 + Line 7) (see instruction #14)				
Does the Department depend on any Federal or State grants to provide services? (see instruction #15)	YES		NO	
Did the Department submit any requests for FY2023 for the replacement or upgrade of technology or software to the Information Technology Center? (see instruction #16)	YES		NO	
Did the Department submit any requests for FY2023 to the Department of Public Works/Building Maintenance division to improve or upgrade a public building or facility? (see instruction #17)	YES		NO	
V2023				

**Department Personnel Supplement
DSR3 Form
Instructions**

DSR3 – Department Personnel Supplement

The purpose of this form is to provide additional salary and wage detail which is not apparent from the DSR2 or PRD1 documents. The form is broken out by subsections for personnel type and cost detail.

1. **Department:** Fill in the name of the department.
2. **Description:** Fill in title or general description of the positions or work that would be funded. Enter the description of the type of pay; this may be a position title, pay type, function, and or purpose. Indicate the unit of measure and how many units being funded. Examples of positions:

Select Board Member
Building Monitors
Care of Graves
Coordinator of Ceremonies
Election Workers – Wardens and Clerks
Election Workers - Inspectors
Playground Maintenance Specialist
Emergency Management Program
Parking Clerk
Public Health Nurses
Town Counsel
Town Meeting Workers
Traffic Supervisors
Drivers

3. **Amount:** Fill in the total amount for the year requested for this pay item.
4. **Amount Reflected:** Indicate with an "X" which group on the DSR2A section the amount to the left (under the Amount Column) was added.
5. **Total (Line I):** Calculate the total of the items requested lines 1 through 25 and enter the amount to the right of **Total** line.
6. **Total (line II):** Combine the totals of Sections 1, 2, 3, and 4 and enter the amount to the right of **Total** line. Remember, the Total I must equal Total II, if not recheck you work.

If you have difficulty determining the amount for any position, please contact the Human Resources office.

Fiscal Year 2023 Proposed Budget

Department Personnel Supplement DSR3							
Department		(see instruction #1)					
	Description (see instruction #2)	Amount (see instruction #3)	Amount Reflected DSR2A Section (see instruction #4)				
			1	2	3	4	
1							
2							
3							
4							
5							
6							
7							
8							
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16							
17							
18							
19							
20							
21							
22							
23							
24							
25							
I	Total (see instruction #5)		X				
Sections							
	Amount Reported Under DSR2A Section 1						
	Amount Reported Under DSR2A Section 2						
	Amount Reported Under DSR2A Section 3						
	Amount Reported Under DSR2A Section 4						
II	Total (see instruction #6)						

V2023

**Performance Improvement Funding Request
DSR4 Form
Instructions**

The purpose of this form is to allow departments to submit additional operating funding requests beyond Level Service to improve, or expand services, or to address unmet needs.

1. **Department:** Fill in the name of the department and if desired, the division.
2. **Fiscal Year:** Enter the fiscal year for which funding is anticipated to be requested.
3. **Title:** Provide a short title description to identify the request.
4. **Priority #:** Indicate the Department's (not a division's) priority for this request.
5. **Expenditure Classification:** Itemize the cost by the standard budget appropriation lines: Salary and Wage, Expenses, and Operating Capital. If the request is for additional employees (head count and/or hours) provide the full time equivalent under the FTE column. The form also requires the cost to be broken out by recurring (an annual expenditure) and non-recurring (e.g., startup costs). You then will calculate the total of each appropriation line under the **Total Amount** column, and also a total for each column that you entered to the right of the **Department Total (line 4)**. The amounts on line 4 are also reported on the DSR1 Form under the Additional Request (DSR4) column. **Other Costs** (line 5) would be amounts that may need to be appropriated to other budgets should your request be funded. Other costs include employee benefits for an additional, expanded, and/or new position, contracted services generally provided by another department to repair, maintain, or improve the requested items (most often this would be the Public Works), non-employee insurance coverage, and service fees, etc.
6. **Budgetary Considerations:** Answer the 10 questions with a YES or a NO. Explain whether the request will impact other department budgets. If there are costs that would be paid from another appropriation, so state and provide an estimate of that cost (e.g., new full time position would have benefit costs which are carried in the town-wide budget group). **Please contact the Finance Department for assistance in calculating these costs.** Please provide answers to the following questions (any **YES** response must be explained under Description and Explanation):
 - *Does this request address a goal of the Select Board or other Board or Committee? If the response is "YES", please indicate on the line below the name of the Board or Committee.*
 - *If yes, which Board or Committee? Enter the name of the Board or Committee.*
 - *Has this request been submitted in the last three fiscal years and not funded? If the response is "YES" please explain why the request is being submitted again.*
 - *Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request? If the response is "YES" please explain why and how those costs will be covered.*

- Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented? *If the response is "YES", please identify the other department(s) and what assistance would be needed in order to achieve the intended goal of the request.*
- Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved? *If the response is "YES", please identify what position(s) would be required and the estimated cost of those positions. Explain whether the request is inclusive of those costs.*
- Does the request support activities which produce revenue for the Town? *If the response is "YES", please identify the revenue(s) that are generated as a result and how the revenue is generated.*
- If the request is not approved, will current Town revenues be negatively impacted? *If the response is "YES", please identify the revenue(s) that would be effected, how much, and why.*
- Is there an increased exposure for the Town if the request is not approved? *If the response is "YES", please explain what the exposure is and why.*
- Is specialized training or licensing required (beyond the initial purchase)? *If the response is "YES", please explain and provide an estimate of the additional cost, if any. If there is not an additional cost, please state such.*
- Does this request address a documented health or safety issue? *If the response is "YES", please identify the issue(s), and provide the citation reference.*

7. **Description and Explanation:** Provide a brief narrative as to why the request is being made. Explain any significant changes affecting the department which led to this request. Priority will be given to performance requests that are directly related to department goals, the need for which can be demonstrated by performance measures and data. Explain the benefits and/or intended results. Provide a detail of the specific budget items, number of hours, position title, type of service, supplies; etc. Summarize by Town Meeting appropriation line the requested amount. Indicate whether the request is recurring, (will appear in subsequent operating budgets if approved this year), or is one-time, (not to be requested in subsequent years). The line totals are to be reported on the DSR1 form under the DSR4 column. If additional head count is requested, include an analysis of other service delivery methods explored and explain why they were not selected. You must also explain any YES answer to the questions under the **Budgetary Considerations** section (item 4) and identify any other budgetary issues which could influence the evaluation of the request.

Fiscal Year 2023 Proposed Budget

Performance Improvement Funding Request DSR4				
Department	(see instruction #1)		Fiscal Year	(see instruction #2)
Title	(see instruction #3)		Priority	(see instruction #4)
DSR4(see instruction #5)				
Expenditure Classification	FTE	Frequency		Total Amount (A + B)
		Recurring Amount (A)	One Time Only Amount (B)	
1. Salary and Wage				
2. Expense				
3. Operating Capital				
4. Department Total (1+2+3)				
5. Other Costs				
Budgetary Considerations (see instruction #6)				
Does this request address a goal of the Select Board or other Board or Committee?				Yes No
If yes, which Board or Committee?				
Has this request been submitted in the last three fiscal years and not funded?				
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?				
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				
Does the request support activities which produce revenue for the Town?				
If the request is not approved, will current Town revenues be negatively impacted?				
Is there an increased exposure for the Town if the request is not approved?				
Is specialized training or licensing required (beyond the initial purchase)?				
Does this request address a documented health or safety issue?				
All "YES" responses above must be explained in the narrative below				
Description and Explanation				
(see instruction #7)				
V2023				

**Performance Improvement Funding Request Supplemental
DSR4S Form
Instructions**

The purpose of this form is for departments that submit DSR4 requests for additional hours for existing positions, and/or new positions to provide more detailed information about the request. A separate DSR4S **MUST** be completed for each new position and/or increase in authorized hours requested. Any request for additional personnel will NOT be considered if the supplemental form is not completed and submitted with the related DSR4 request.

1. **Position Title:** Enter the Position Title Description. Only one position per page.
2. **Priority #:** Indicate the Department's (not a division's) priority for this request.
3. **Classification:** Enter the Position Classification and indicate with an "X" whether the position request is for Full Time, Part Time or Seasonal. If you do not know the classification of the position contact Human Resources.
4. **Part Time /Seasonal:** If the request is for a part time or seasonal position indicate the number of hours per week being requested and the number of weeks the position would be needed.
5. **Compensation Detail:** Itemize the compensation costs for the requested position. The first line is the base rate. For full-time positions show the annual rate of pay. For part-time and seasonal positions show the hourly rate times the number of hours for the year. Positions that provide additional compensation, for example shift differential or education enter the pay type in the first column and the annual pay in the second column. Total the pay and show it on the "Salary and Wage Total" line.
6. **If Funded the Position Will Require the Following Additional Items:** Indicate which of the items will need to be funded if the personnel request is funded. The cost is to be broken out by startup cost and recurring costs.
7. **Estimated Annual Benefit Cost:** You must include the estimated annual costs for benefits. Benefit costs covered by Town wide Expense Budgets. **Please contact the Assistant Town Manager Director of Finance for assistance in calculating these costs.**
8. **Description and Explanation:** Provide a brief narrative as to why the request is being made. Include an analysis of other service delivery methods explored and explain why they were not selected. Explain any significant changes affecting the department which led to this request. Explain the benefits and/or intended results. The line totals are to be reported on the DSR1 form under the DSR4 column.

Fiscal Year 2023 Proposed Budget

Performance Improvement Funding Request Supplement DSR4S									
Position Title	(see instruction #1)						Priority	(see instruction #2)	
Classification (see instruction #3)		FT		PT		Seasonal			
Part Time /Seasonal (see instruction #4)	Hours Per Week					Number of Weeks Per Year			
Compensation Detail (see instruction #5)									
Base Rate									
Other									
Other									
Other									
Other									
Other									
Other									
Other									
Salary and Wage Total									
If Funded the Position Will Require the Following Additional Items (see instruction #6)									
Description	No	Yes	Explain		Start Up Cost \$		Annual Recurring Cost \$		
Workstation									
Vehicle									
Computer									
Software									
Mobile Communication Device									
Uniform									
Tools									
Equipment									
Other									
Other									
Other									
Totals									
Estimated Annual Benefit Cost (see instruction #7)									
Description and Explanation									
(see instruction #8)									
V2023									

**Special Financial Warrant Article Request
DSR5 Form
Instructions**

The purpose of this form is to allow departments to submit other types of financial requests that may not necessarily be part of the operating budget or qualify as a capital expenditure. This form may be used if a request requires an independent Town Meeting action (matching a grant or establishing a revolving fund), or seeks funding for a purpose that could overlap fiscal years or requires continuation of the appropriation beyond a single fiscal year (e.g., senior corps program), or seeks alternative funding such as CPA. Requests for new software which are not part of the Department's operating budget must be requested using this form. Software is not considered capital.

1. **Title:** Provide a short title description to identify the request. Should this request be added to the Warrant, the Title will be the basis for the Warrant Article title.
2. **Fiscal Year:** Enter the fiscal year for which funding is being requested. Funding requests that will be requested for more than one fiscal year should be submitted on separate DSR5 forms. A request that is for only one fiscal year but may require more than one fiscal year to complete may be submitted as one DSR5 request.
3. **Department:** Enter the name of the Department that will be responsible for carry out the required actions if approved.
4. **Funding Amount:** Enter the amount that is requested for appropriation.
5. **Funding Source:** Indicate whether the requested funding comes from sources other than the General Fund (Enterprise Fund). Please state the source(s) and amount(s) of the funds. If the funding is coming from the General Fund, then type General Fund.
6. **Article Information:** Provide a brief narrative as to why the request is being made and what is the intended result. Explain any significant changes affecting the department that may have led to this request. This should be written for the layperson who may not understand the article as written or what is actually being requested.
7. **Disclosures:** Answer all the questions and explain all "YES" answers under the Disclosure Explanation section.
 1. Was this request submitted last year?
 2. Is this a recurring special financial warrant article?
 3. Is this a matching grant funding request?
 4. Is this a CPA funding request?
 5. Is this a revolving fund request?
 6. Is this a pilot program request?
 7. Is this a study?
 8. Is this a program that is planned to be in place for more than one year?
 9. Is this required by a court or other jurisdictional order?
 10. Is this a personnel related request?
 11. Is this a local option acceptance request?
 12. Is this in support of a goal of a Board or Committee?

Fiscal Year 2023 Proposed Budget

Special Financial Warrant Article Request DSR5			
Title	(see instruction #1)		
Fiscal Year	(see instruction #2)	Department	(see instruction #3)
Funding Amount	(see instruction #4)	Funding Source	(see instruction #5)
Article Information			
(see instruction #6)			
Disclosures (see instruction #7)		YES	NO
1. Was this request submitted last year?			
2. Is this a recurring special financial warrant article?			
3. Is this a matching grant funding request?			
4. Is this a CPA funding request?			
5. Is this a revolving fund request?			
6. Is this a pilot program request?			
7. Is this a study?			
8. Is this a program that is planned to be in place for more than one year?			
9. Is this required by a court or other jurisdictional order?			
10. Is this a personnel related request?			
11. Is this a local option acceptance request?			
12. Is this in support of a goal of a Board or Committee?			
All "YES" responses must be explained Below			
Disclosure Explanation			
(see instruction #7)			
V2023			

**Schedule of Fees and Charges
Instructions**

The purpose of this form is to itemize the various sources of non-tax and non-state aid receipts collected by the department. This will become an important resource going forward to identify all types of revenues relied upon by the Town to help defray the cost of the service or to change behavior. Examples of fees and charges include penalty charges, water use, parking permits, trash disposal, review fees, permits and licenses, street permits, program fees, rentals, bus service, etc.

1. **Department:** Fill in the name of the department.
2. **Description:** The title of the fee and identify the purpose.
3. **Rate:** Enter the amount of fee.
4. **Frequency:** Indicate how often the fee is to be paid, i.e., annually, quarterly, monthly, one-time, per occurrence/use, etc.
5. **Authority:** Identify the applicable law or regulation for establishing and setting the fee.
6. **Last Reviewed:** Indicate when the fee became effective or was last revised. If unknown, indicate "unknown".

Fiscal Year 2023 Proposed Budget

Schedule of Fees and Charges					
Department		(see instruction #1)			
	Description (see instruction #2)	Rate (see instruction #3)	Frequency (see instruction #4)	Authority (see instruction #5)	Last Reviewed (see instruction #6)
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					V2023

Appendix A

Town of Needham Account Codes			
Description	Examples	Start	End
Energy	Electric Heating Oil Natural Gas	5210	5219
Non-Energy Utilities	Sewer Water	5230	5239
Repairs & Maintenance	Building Maintenance Agreements Equipment Maintenance Agreements Outside Vehicle Maintenance & Repairs Hardware Maintenance Agreements	5240	5249
Rental & Leases	Equipment Leases Facility Leases	5270	5279
Other Property Related Services	Custodial Services Pest Control Services within a Building Snow Removal Services Solid Waste Disposal Services	5290	5299
Professional & Technical	Accounting and Auditing Services Consultant & Management Services Employee Training Seminars Licensed Professional Services Legal Services Outside and Temporary Services Seminars and Training Software License & Use Agreements Technology Consulting Related Services Testing Services	5300	5319
Communications	Cable/Internet Services Delivery Services Landline Telephone Services Legal Advertisements Postage Printing & Mailing Services Telecommunications Wireless Communications	5340	5349
Recreation	Athletic Event Official Fees Entertainer, Lecturer, or Films Museum or Event Admission Fees Supervision or Instruction of Recreational Activities	5350	5359
Other Purchased Services	Animal & Pest Control Services Contracted Transportation Services Laundry and Cleaning Services Photography Services	5380	5389
Energy Supplies	Expendable Supplies Purchased to Provide Energy to Municipality not Classified Elsewhere	5410	5419
Office Supplies	Files and Folders Office Equipment & Tools Paper Stock & Forms Pens, Pencils, paper Clips, & Other Sundries Photocopying & Printing Equipment Supplies Plain Envelopes Visual Aids	5420	5429
Building & Equipment Supplies	Doors Electrical Supplies Floor Covering Glass Hand Tools or Power Tools HVAC Supplies	5430	5439

Fiscal Year 2023 Proposed Budget

Town of Needham Account Codes			
Description	Examples	Start	End
	Paint Plumbing Supplies Wall Covering Window Coverings		
Custodial Supplies	Brooms and Mops Cleaning Supplies	5450	5459
Grounds Keeping Supplies	Fertilizers Herbicides & Pesticides Loam, Grass Seed, Lime Paint for Grounds Rakes, Hoes & Other Tools Soil & Sod Trees & Shrubs	5460	5469
Vehicular Supplies	Antifreeze Batteries Gasoline, Oil & Lubricants Tires Vehicle Parts and Accessories	5480	5489
Food & Service Supplies	Non-perishables Paper Products & Serving Utensils Perishables Meal Allowance Per CBA –IRS Regulation	5490	5499
Medical Supplies	Chemicals & Solutions for Medical Purposes Drugs First Aid Kits Medical Instruments Other Medical Supplies Oxygen	5500	5509
Educational Supplies	Teaching & Testing Materials (Public School Material Only)	5510	5529
Public Works Supplies	Supplies & Materials Used for Public Works Asphalt Drinking Water Chemicals Pay-To-Throw Supplies Road and Sidewalk Materials Traffic Signals	5530	5539
Other Supplies & Equipment	Crime Prevention Firefighting Equipment Library Supplies Magazine & Newspaper Subscriptions Other Subscriptions not Classified Elsewhere Purchased Uniforms and Other Clothing Safety Boots Safety Glasses Safety Vests Technology & Data Processing	5580	5589
Governmental Charges	Governmental Fees Inter-Municipal Fees Other Governmental District Assessments	5690	5699
Travel & Mileage	Mileage Reimbursement for Work Related Use of Personal Vehicle Reimbursement for Work Related Transportation and Travel Expenses	5710	5729
Dues & Subscriptions	Professional & Technical Organizations Dues & Memberships	5730	5739
Other Expenses	Surety Bonds Veterans Benefits	5740	5790