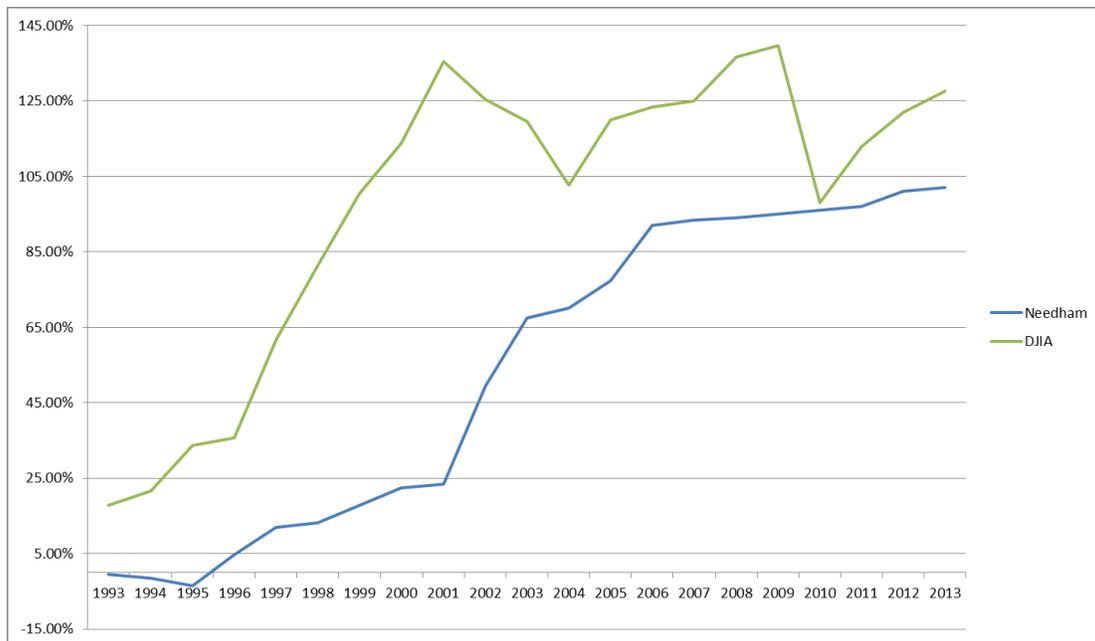


# The Fruits of Sustainable Budgeting: Visible Improvement & Desirable Community

Needham is undeniably a desirable community. In a recent survey, 97% of respondents rated Needham as a “good” or “excellent” place to live. Another indicator of that desirability is shown on Chart 1.1 – property values have increased every year since fiscal year 1995, even in periods of market decline.

**Chart 1.1**  
**Change in Needham’s Mean Assessment FY1992 – FY2013**



In addition to its proximity to Boston via transit and the Interstate Highway system, Needham has achieved a high level of resident satisfaction by offering excellent services, quality public education, and predictability in operations. The discipline of living within our sustainability model has allowed the Town to thrive, even during the most recent “Great Recession.” This restraint has allowed for what may seem like extraordinary investment in capital resources and infrastructure, but what is really the manifestation of years of thoughtful and predictable planning.

The Town’s capital planning process has been unaffected by operating budget pressures because of the discipline used to separate capital and operating budget funding, and by the Town’s steadfast determination in following long-term investment planning. Over the last five years, the Town:

- Renovated and reopened the High Rock School
- Renovated and reopened the Newman School

## Fiscal Year 2015 Proposed Budget

- Renovated and reopened the Town Hall
- Constructed and opened the Public Services Administration Building
- Constructed and opened the Center at the Heights (Senior Center)
- Constructed and opened the Salt Shed at the RTS
- Acquired Five parcels in the Downtown to improve parking and municipal operations
- Renovated the Greene's Field play structure and playing field
- Acquired two parcels for open space (Carol-Brewster)
- Acquired an adjacent parcel and renovated Walker Gordon Field
- Renovated and reactivated the Reservoir B Sewer Pumping Station
- Appropriated funds and began construction of DPW Garage Bays
- Appropriated funds and designed the St. Mary's Water Pumping Station.

## Budget in Brief

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Department spending requests were submitted to the Finance Committee on December 11, 2013. The total department spending requests represented an increase of 4.9% over FY2014.

The recommended FY2015 General Fund operating budget totals **\$127,693,897**, or **\$3,592,648** more than FY2014, representing a change of **2.9%**. This includes an increase of 4.8% for the Public Schools, 4.7% for General Government departments, and a reduction of 1.4% for Townwide expenses. A comparison of the FY2014 budget to the FY2015 recommended budget is shown in Table 1.1 below:

**Table 1.1  
General Fund Spending Plan**

Description	FY14 Current	FY15 Recommended	\$ Change	% Change
Townwide Expenses (excludes CPS)	\$35,469,182	\$34,960,128	(\$509,054)	-1.4%
General Departments (includes CPS)	\$25,899,329	\$27,113,075	\$1,213,746	4.7%
Department of Public Facilities	\$8,003,190	\$8,117,148	\$113,958	1.4%
Needham Public Schools	\$53,995,587	\$56,584,838	\$2,589,251	4.8%
Minuteman Assessment	\$733,961	\$918,708	\$184,747	25.2%
<b>Total Operating Budget</b>	<b>\$124,101,249</b>	<b>\$127,693,897</b>	<b>\$3,592,648</b>	<b>2.9%</b>
Cash Capital funded by Free Cash	\$5,566,941	\$2,467,260	(\$3,099,681)	-55.7%
Cash Capital funded by Other Sources	\$500,000		(\$500,000)	-100.0%
Financial Warrant Articles	\$263,095	\$48,805	(\$214,290)	-81.4%
Other	\$5,774,684	\$5,434,327	(\$340,357)	-5.9%
<b>General Fund Grand Total</b>	<b>\$136,205,969</b>	<b>\$135,644,289</b>	<b>(\$561,680)</b>	<b>-0.4%</b>

# Budget Process

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## **Budgeting Best Practices**

In developing the FY2015 budget, we continue to use the following best practices in order to produce a budget that preserves the Town's fiscal sustainability: current revenues must be sufficient to support current expenditures; debt must not be used to fund on-going operating expenses; the use of Free Cash to fund operations should be minimized; adequate contingency funds should be maintained; and sufficient maintenance and replacement funds should be allocated to ensure that capital facilities and equipment are properly maintained.

## **Core Budget Priorities**

The Board of Selectmen 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. As in recent years, the primary goal of the Board of Selectmen in consideration of the FY2015 operating budget is the maintenance and optimization of existing Town services. In addition, mindful of the availability of revenue for appropriation, the Board has set the following priorities for FY2015:

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

## **Budget Process**

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

**2.2.1 Operating Budget** The Town Manager shall issue budget guidelines and instructions for all Town departments to submit their spending requests for the ensuing fiscal year. The Town Manager shall consult with the Finance Committee prior to the issuance of said guidelines and instructions. The Town Manager and School Superintendent will provide the Finance Committee with copies of their respective departmental spending requests on or before the 2<sup>nd</sup> Wednesday of December. Following receipt of these spending requests, the Finance Committee may begin its consideration of same, including the commencement of budget hearings. The Town Manager, after consultation with the Board of Selectmen and School Committee, shall not later than the 31<sup>st</sup> day of January, present to the Finance

## Fiscal Year 2015 Proposed Budget

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 FY2015 budget calendar is shown in Table 1.2.

**Table 1.2  
Key Dates for the FY2015 Budget Process**

July	1	2013	Start of Fiscal Year 2014
August	1	2013	Capital Improvement Program submission guidelines released
September	10	2013	Town Manager budget consultation with the Board of Selectmen
September	11	2013	Town Manager budget consultation with the Finance Committee
September	30	2013	FY15 Budget submission guidelines released
<b>October</b>	<b>11</b>	<b>2013</b>	<b>Department Capital requests due to the Town Manager</b>
<b>October</b>	<b>25</b>	<b>2013</b>	<b>FY15 Department Spending Requests due to the Town Manager</b>
November	4	2013	Special Town Meeting
November	12	2013	Town Manager budget consultation with the Board of Selectmen
November	26	2013	Preliminary capital recommendations to the Board of Selectmen
December	10	2013	Preliminary five-year capital recommendations to the Board of Selectmen
December	11	2013	FY15 Department Spending Requests due to Finance Committee
December	17	2013	Board of Selectmen votes CIP recommendation
<b>January</b>	<b>7</b>	<b>2014</b>	<b>FY15 – FY19 Capital Improvement Plan released</b>
January	7	2014	Town Manager budget consultation with the School Committee
<b>January</b>	<b>31</b>	<b>2014</b>	<b>Town Manager's Balanced Budget due</b>
February	3	2014	Warrant Articles for the 2014 Annual Town Meeting due to the Board of Selectmen
February	22	2014	Finance Committee's FY15 draft budget is due to the Town Manager
<b>March</b>	<b>15</b>	<b>2014</b>	<b>Finance Committee's budget recommendations for publication due</b>
<b>April</b>	<b>8</b>	<b>2014</b>	<b>Annual Town Election</b>
May	5	2014	Annual Town Meeting begins
July	1	2014	Start of Fiscal Year 2015

Budget guidelines were distributed to departments, boards, and committees on September 30, 2013, with spending requests due on October 25, 2013. 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

## Fiscal Year 2015 Proposed Budget

deliberations. Discussions with the Board of Selectmen, 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 7, 2014. At the time of the distribution of this proposed budget, the School Committee had not yet voted its FY2015 budget recommendation.

# Comparable Community Data

For the first time, the FY2015 Proposed Balanced Budget includes information comparing Needham to a set of communities deemed comparable based on a number of factors including population, proximity, density, income, and the like.<sup>1</sup> The comparable community analysis provides an opportunity to view the Town’s budget in the context of other communities. Data selected for comparison in FY2015 includes factors that impact key budget drivers such as school enrollment and service delivery.

Table 1.3 shows Needham’s position with respect to road miles. This is a measure of the level of maintenance, snow and ice removal, and investment needed in a community which tends to put pressure on the operating budget. Needham ranks 7<sup>th</sup> of 20 in this category, just above the average. Population density is another common measure of the service delivery needs of a community – the higher the density, typically, the greater the need to invest in municipal services. Needham ranks 10<sup>th</sup> of 20 in this analysis, as shown on table 1.4. While Needham’s population density is lower than the average, the population mix can also affect service delivery needs.

**Table 1.3  
Comparable Road Miles**

Community	Road Miles
Newton	308.81
Framingham	242.43
Natick	155.88
Lexington	155.21
Sudbury	145.56
Walpole	138.61
Needham	138.35
Wellesley	130.28
Concord	127.03
Milton	125.3
Arlington	121.2
Weston	113.32
Dedham	107.09
Brookline	105.66
Wayland	95.49
Winchester	92.23
Westwood	88.44
Bedford	86.27
Belmont	83.01
Watertown	77.54
Average Without Needham	132

Source: MMA Municipal Directory 2013 - 2014

**Table 1.4  
Population Density**

Community	Population per Sq. Mile
Brookline	8,650
Arlington	8,271
Watertown	7,765
Belmont	5,307
Newton	4,717
Winchester	3,539
Wellesley	2,749
Framingham	2,720
Dedham	2,366
Needham	2,291
Natick	2,189
Milton	2,071
Lexington	1,914
Westwood	1,333
Walpole	1,172
Bedford	969
Wayland	853
Sudbury	725
Concord	709
Weston	662
Average Without Needham	3,088

Source: MMA Municipal Directory 2013 - 2014

<sup>1</sup> Information on comparable communities has been drawn from multiple sources and may not always be tracked in exactly the same manner or for the same year.

# Budget Drivers: Personnel-Related Costs & Enrollment

Because the primary product of local government is services, the operating budget is heavily weighted to salaries and other personnel-related costs. In Needham, continued and sustained enrollment growth has placed a significant demand on available resources.

Personnel-related costs remain the highest proportion of the Town's budget. Table 1.5 details the number of General Fund and Enterprise Fund benefit-eligible employees by department. The number of General Government benefit-eligible full-time equivalent employees (FTE) remained relatively constant from FY2010 to FY2014 decreasing by 0.2%. The number of School Department FTEs grew by 7.3% over that same period.

**Table 1.5  
General and Enterprise Fund Full-time Equivalent Benefit-Eligible Positions  
FY2010 to FY2014**

Department	Funded FY10	Funded FY11	Funded FY12	Funded FY13	Funded FY14	FY10-14 % Change
Town Manager/Selectmen	8.0	8.0	8.0	8.0	8.0	0.0%
Town Clerk	4.0	4.0	4.0	4.0	4.0	0.0%
Finance	21.0	21.0	21.0	23.0	23.0	9.5%
Police	58.0	58.0	57.0	57.0	57.0	-1.7%
Fire	74.0	74.0	72.0	72.0	72.0	-2.7%
Building	7.0	7.0	7.0	7.0	8.6	22.9%
DPW	89.0	89.0	86.0	86.0	86.0	-3.4%
Public Facilities	53.8	53.8	54.8	55.0	56.0	4.1%
Health	4.6	4.6	4.6	4.6	4.6	0.0%
Human Services	8.3	8.3	7.8	7.8	7.8	-6.0%
Planning & Community Development	4.9	5.6	5.8	5.8	5.8	18.4%
Library	14.0	14.0	13.0	13.0	13.0	-7.1%
Park and Recreation	4.0	4.0	4.0	4.0	4.0	0.0%
<b>Total</b>	<b>350.6</b>	<b>351.3</b>	<b>345.0</b>	<b>347.2</b>	<b>349.8</b>	<b>-0.2%</b>
<b>Needham Public Schools</b>	<b>621.4</b>	<b>618.5</b>	<b>624.4</b>	<b>648.5</b>	<b>666.9</b>	<b>7.3%</b>

Health insurance costs for employees and retirees continue to grow faster than the rate of revenue growth. This is a systemic problem on the national level. As evidenced in Table 1.6, health insurance enrollment for active employees declined from FY2013 to FY2014 by 4% and has fluctuated significantly in the last five years.

Fiscal Year 2015 Proposed Budget

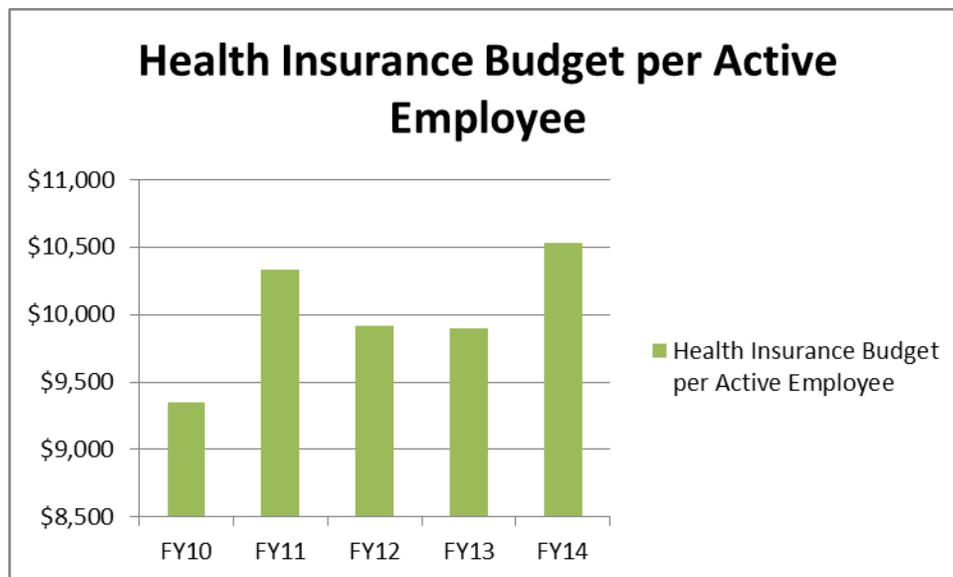
**Table 1.6  
Health Insurance Enrollment  
FY2010 - FY2014**

<b>Fiscal Year</b>	<b>Town</b>	<b>School</b>	<b>Total Actives</b>	<b>Retirees</b>	<b>Total Active &amp; Retired</b>
FY10	286	541	827	796	1,623
FY11	290	515	805	799	1,604
FY12	288	530	818	806	1,624
FY13	284	542	826	812	1,638
FY14	284	509	793	836	1,629
<b>Total Change FY10-FY14</b>	<b>-0.70%</b>	<b>-5.91%</b>	<b>-4.11%</b>	<b>5.03%</b>	<b>0.37%</b>
<b>Total Change FY13-FY14</b>	<b>0.00%</b>	<b>-6.09%</b>	<b>-4.00%</b>	<b>2.96%</b>	<b>-0.55%</b>

Note: Retiree enrollment is expressed in number of plans: retiree individual, retiree family, & retiree spouse.  
In FY14, 568 individuals who retired from the Town of Needham are receiving health insurance benefits.

While a decline in enrollment has helped to keep the health insurance budget manageable for FY2015, the Town has absorbed the savings associated with converting the workforce to the Rate Saver program, and should expect increases in line with projected health insurance costs (in the range of 4 – 5%) in FY2016 and beyond. That increase, along with potential increases in headcount, will put greater pressure on operating budgets. Chart 1.2 reveals that the health insurance budget per active employee has increased after several years of moderation.

**Chart 1.2**



Fiscal Year 2015 Proposed Budget

As noted on Table 1.7, average annual increases in salary line items from FY2010 to FY2014 are consistent with the Town's sustainability guideline (3.8% overall, 4.5% for the Needham Public Schools, and 2.8% for General Government departments).

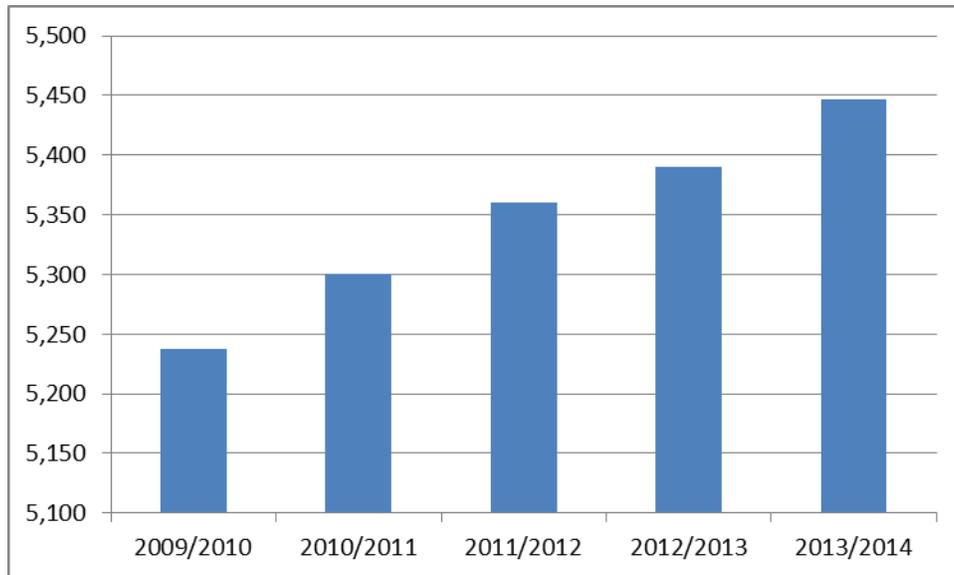
**Table 1.7  
Changes in Salary Line Items FY2010 to FY2014**

Description	FY10	FY11	FY12	FY13	FY14 Current	Average % Change
Board of Selectmen	630,398	644,644	649,992	669,819	687,407	2.2%
Town Clerk	263,081	282,308	281,663	296,301	282,647	1.9%
Town Counsel	68,664	68,664	68,664	70,039	71,790	1.1%
Personnel Board	1,128	600	600	600	600	-11.7%
Finance Department	1,326,597	1,342,043	1,399,514	1,600,620	1,637,963	5.5%
Finance Committee	29,993	27,493	28,524	30,289	31,668	1.5%
<b>Municipal Administration</b>	<b>2,319,861</b>	<b>2,365,752</b>	<b>2,428,957</b>	<b>2,667,668</b>	<b>2,712,075</b>	<b>4.0%</b>
Planning	207,833	218,028	235,022	244,849	252,939	5.0%
Community Development	97,829	102,338	112,305	118,626	129,899	7.4%
<b>Land Use &amp; Development</b>	<b>305,662</b>	<b>320,366</b>	<b>347,327</b>	<b>363,475</b>	<b>382,838</b>	<b>5.8%</b>
Police Department	4,771,895	4,884,190	4,863,916	4,959,157	5,175,845	2.1%
Fire Department	5,722,539	5,812,408	6,100,123	6,249,767	6,581,793	3.6%
Building Department	444,020	445,919	443,281	460,619	528,614	4.6%
<b>Public Safety</b>	<b>10,938,454</b>	<b>11,142,517</b>	<b>11,407,320</b>	<b>11,669,543</b>	<b>12,286,252</b>	<b>3.0%</b>
Department of Public Works (including enterprise employees)	5,501,152	5,705,831	5,603,635	5,693,797	5,853,827	1.6%
Department of Public Facilities	2,875,501	2,870,212	3,087,351	3,227,402	3,407,208	4.4%
Health Department	377,408	383,012	388,665	401,658	418,295	2.6%
Human Services	525,393	488,996	498,717	510,811	555,478	1.6%
Public Library	1,075,014	1,076,094	1,077,213	1,071,967	1,103,803	0.7%
Park & Recreation	441,142	443,185	443,118	453,499	468,456	1.5%
<b>Community Services</b>	<b>2,418,957</b>	<b>2,391,287</b>	<b>2,407,713</b>	<b>2,437,935</b>	<b>2,546,032</b>	<b>1.3%</b>
<b>Total</b>	<b>24,359,587</b>	<b>24,795,965</b>	<b>25,282,303</b>	<b>26,059,820</b>	<b>27,188,232</b>	<b>2.8%</b>
Education	39,247,086	40,264,790	40,908,300	43,903,789	46,737,632	4.5%
<b>Combined Total</b>	<b>63,606,673</b>	<b>65,060,755</b>	<b>66,190,603</b>	<b>69,963,609</b>	<b>73,925,864</b>	<b>3.8%</b>

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Over the past five years, School enrollment in Needham has increased by 4.1%, or 209 additional students. Chart 1.3 and Table 1.8 detail the School enrollment growth from 2009/2010 to 2013/2014.

**Chart 1.3  
Needham Public Schools Enrollment FY2010 – FY2014**



**Table 1.8  
Needham Public Schools Enrollment**

	Enrollment	Increase in Students	Percentage Change
2009/2010	5,238		
2010/2011	5,301	63	1.2%
2011/2012	5,360	59	1.1%
2012/2013	5,390	30	0.6%
2013/2014	5,447	57	1.1%
<b>Five Year Increase</b>		<b>209</b>	<b>4.1%</b>

Source: Future School Needs Committee Annual Reports

When compared to other jurisdictions in the comparable community group, Needham's school enrollment growth is at the high end of the range – 7% from 2008/2009 to 2012/2013 compared to the average of 4% (Table 1.9). The percent of

## Fiscal Year 2015 Proposed Budget

the population that is enrolled in the public schools as a percent of the total population is also at the high end – 19% as compared to the average of 16% (Table 1.10)

**Table 1.9  
Comparable Enrollment  
Growth FY2009 – FY2013**

Community	2008/09 to 2012/13 Change
Concord	14.13%
Brookline	12.51%
Winchester	7.43%
Natick	7.29%
Needham	7.06%
Watertown	6.84%
Newton	5.43%
Arlington	5.35%
Belmont	5.23%
Lexington	4.35%
Bedford	3.88%
Westwood	3.29%
Walpole	2.35%
Milton	1.50%
Wellesley	1.18%
Framingham	0.58%
Dedham	-1.09%
Weston	-1.21%
Wayland	-1.77%
Sudbury	-6.76%
Average Without Needham	4%

Population Source: Massachusetts Municipal Directory 2013-2014

**Table 1.10  
School Enrollment as a Percent  
of Population FY2009 – FY2013**

Community	% School Age
Westwood	22%
Weston	21%
Wayland	21%
Lexington	21%
Winchester	21%
Needham	19%
Bedford	19%
Wellesley	18%
Sudbury	17%
Walpole	17%
Belmont	16%
Natick	15%
Milton	15%
Newton	14%
Concord	12%
Brookline	12%
Framingham	12%
Arlington	11%
Dedham	11%
Watertown	8%
Average Without Needham	16%

Population Source: Massachusetts Municipal Directory 2013-2014

## Balanced Budget Highlights

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

### Townwide Expenses

**Casualty, Liability and Self-Insurance** The recommended budget has increased by 3.2% over FY2014, reflecting the full year implementation of the new Senior Center and the acquisition of 66 -70 Chestnut Street, and increases in general administrative expenses.

**General Fund Debt Service** The recommended debt budget has been reduced by 5.0% in FY2015. The change reflects a reduction in excluded debt and CPA debt – FY2014 was the peak debt service year for both categories. Allowance for General

## Fiscal Year 2015 Proposed Budget

Fund debt service increased based on the Town's policy of allocating or reserving 3% of General Fund revenue for debt services "within the levy."

**Employee Benefits and Employer Assessments** The recommended employee benefits budget reflects an increase of 0.8%. While insurance rates are projected to increase by 4.75%, the health insurance portion of this budget is expected to increase by a much lower percent based on the conversion of all employees to the Rate Saver plans and fluctuation in the number of subscribers. The submitted budget has been increased by \$153,000 to account for increases in FTEs recommended in the General Government and School Department budgets. The submitted unemployment budget was lower than the prior year, and has been decreased by an additional \$50,000 based on projected claims. The West Suburban Health Group – a consortium of regional towns and districts joining together to purchase health insurance – has not yet released the health insurance rate structure for FY2015, so this budget is still preliminary.

The **Retirement Assessments** budget increased by 3.7% over FY2014 based on the January 1, 2012 funding schedule. The Retirement Board expects to use a January 1, 2014 analysis as the basis for the FY2016 assessment.

**Retiree Insurance and Insurance Liability Fund** This budget request decreased by 1.9% from FY2014 to FY2015. The funding schedule is increasing by 4.5%; however, the Town made additional contributions to this budget at the November 4, 2013 Special Town Meeting so the FY2015 appropriation is actually lower than the amount appropriated for FY2014. An actuarial analysis of the Town's other post employment benefits (OPEB) obligation is on-going, and the July 1, 2013 actuarial analysis will serve as the basis of the fiscal year 2016 budget. All retirees participating in non-Medicare plans were converted to the Town's Rate Saver plans effective July 1, 2013. Moreover, the implementation of the Affordable Care Act has incorporated Medicare Part D prescription benefits into the rates charged by health insurance providers, resulting in lower premiums. Both of these factors will have a positive impact on the Town's OPEB liability.

**Classification, Performance and Settlements** This line provides a reserve for funding General Government personnel-related items as they occur during the year. Two of the Town's collective bargaining agreements are not yet settled for FY2015. The Classification, Performance and Settlements line includes a reserve for those two settlements, as well as for performance increases, merit pay, and reclassification for non-represented personnel. The request is \$94,000 higher than FY2014, which included no provision for collective bargaining, as all contracts were settled at the time of the budget process.

The purpose of the **Reserve Fund** is to provide an annual budgetary reserve for unforeseen or extraordinary expenses. The FY2014 Reserve Fund request presented by the Finance Committee is calculated at 1.4% of the projected operating budget. The proposed balanced budget includes a reduction of \$100,000 (7.8%) in the Reserve Fund based on increases to the legal budget and Police and Fire overtime appropriations, which in the past have relied on significant support from the reserve fund.

## General Government

**Board of Selectmen/Town Manager** The recommended Board of Selectmen/Town Manager's budget increased 3.4%. This budget does not include potential FY2015 wage increases for employees who are members of the ITWA bargaining unit.

**Town Clerk/Board of Registrars** The recommended Town Clerk/Board of Registrars budget increased by 11% primarily due to the number of elections (three) scheduled for FY2015. This budget does not include potential FY2015 wage increases for employees who are members of the ITWA bargaining unit.

**Town Counsel** The recommended legal budget increased by 7.1% due primarily to a \$20,000 increase in legal fees. This increase is proposed based on historical expenditure patterns and the number of known legal matters that will continue into FY2015.

**Personnel Board** The recommended Personnel Board budget has been reduced by \$600 (3.8%) to reflect the elimination of a recording secretary. The Director of Human Resources will keep minutes for the Personnel Board.

**Finance Department** The recommended Finance Department budget increased by 0.4% from FY2014 to FY2015, and does not include potential FY2015 wage increases for employees who are members of the ITWA bargaining unit. The recommended budget includes an increase of \$8,128 to fund additional hours for an existing department specialist in the Accounting Office. This increase is partially offset by a \$4,000 reduction in overtime, a \$3,000 reduction in tuition reimbursement allowance, and \$1,000 in allowance for vacation buy-back for management staff (\$8,000).

**Finance Committee** This budget increased by 2.4% from FY2014 to FY2015 due to projected salary increases for existing staff.

## Planning and Community Development

The recommended Community Development budget has increased by 2.4%, attributable to projected salary increases for existing staff. This budget does not include potential FY2015 wage increases for employees who are members of the ITWA bargaining unit. The Community Development Department is proposed to rely on \$5,400 from the Wetlands Fund to support wetlands related activities.

The recommended Planning and Economic Development budget increased by 3.2% over FY2014 due to projected salary increases for existing staff. The budget request was reduced by \$12,500 for additional consulting services. In the event that a large-scale development requiring Town-funded consulting assistance is proposed for action in FY2015, the Department may request a reserve fund transfer.

## Public Safety

**The Police Department** budget is proposed to increase by 6.9% over FY2014, including projected salary increases for existing employees. This budget does not include potential FY2015 wage increases for employees who are members of the ITWA bargaining unit. The budget was also increased to allow the Department to hire two additional civilian dispatchers to cover the midnight shift, which is currently staffed by sworn police officers. New State 911 regulations will require a significant increase in training hours for any employee who staffs the dispatch center. The plan is to limit the number of employees who staff the dispatch center, thereby reducing the Department's training overtime obligation significantly. The \$71,012 increase in salary to fund the two dispatchers will be offset by an immediate reduction in training overtime of \$35,000. The budget was also reduced by an additional \$8,401 in overtime.

**Fire Department** The recommended Fire Department budget is 3.9% higher in FY2015 than FY2014. This budget does not include potential FY2015 wage increases for employees who are members of the ITWA bargaining unit. The budget request was reduced with the recommended elimination of the Superintendent, Fire Alarm position (\$76,182). Since the Town's fire alarm system has not yet been converted to a wireless system, the salary line was reduced by \$24,682. Remaining funds will support overtime hours for firefighters assigned to cover this function, and for temporary help. In addition, \$20,000 is proposed for reallocation to professional and technical services to provide consulting services for plan review for complex fire alarm and sprinkler systems for commercial construction. Finally, the Department's submitted request included an increase to fund the structural budget gap in the Department's overtime. This line was reduced by \$30,000, continuing the phased in approach begun in fiscal year 2014. The net reduction in the Fire Department budget is \$54,682.

**Building Department** The recommended budget for the Building Department is 4.1% higher than FY2014 due to projected salary increases for existing staff. The Department has several employees who are members of the ITWA bargaining unit, whose potential salary increases for fiscal year 2015 are not included in the budget request.

## Education

**Minuteman School** The Town has received a preliminary assessment from the Minuteman School which is \$187,747 or 25.2% higher than the FY2014 budget, based the School District's proposed budget increase (5.9%) and the number and mix of students attending the school from Needham. Needham's October 1, 2013 enrollment was 34 full-time and two post-graduate students. This assessment is not final and is subject to change.

**Needham Public Schools** The Town Manager's recommended budget for the School Department is **\$56,584,838**, representing an increase of 4.8%.

The Town Manager's preliminary recommended School budget was calculated based on the traditional formula for the allocation of revenue available for appropriation.

## Fiscal Year 2015 Proposed Budget

Revenue is first reserved for Townwide expenses, the Minuteman School Assessment, and Public Facilities. Remaining funds are then allocated between the School Department and General Government departments. The preliminary recommended allocation for the School Department was 68% of available revenue, or \$56,579,593, slightly higher than the formula, as the School Department budget as a percentage of the department budgets as a whole was 67% in FY2014 (and 65.5% over the five year period FY2010 – FY2014.).

Because the School Superintendent's final budget recommendation was only \$5,245 higher than the preliminary recommendation, we have made adjustments in order to recommend the full amount.

### Public Works

The Department of Public Works General Fund operating budget is recommended to increase by 2.3% based primarily on projected salary increase for existing personnel; however, the collective bargaining agreement for the Public Works Union has not been settled. Allowance for possible increases for those employees and members of the ITWA is reserved in the Classification, Performance, and Settlements line item. The Department of Public Works submitted budget also includes a recommended allocation of \$11,500 for sand field wetting agent expenses, to help preserve the sand fields during the new water restriction periods.

**Municipal Parking** The recommended Municipal Parking budget is 1.7% higher in FY2015, attributable to the renegotiation of the license agreement for the Dedham Avenue parking lot and annual increases associated with the lease of the Needham Center lot from the MBTA.

**Municipal Streetlight Program** The recommended Municipal Streetlight Program budget is 1.5% higher than FY2014 based on contractual increase

### Public Facilities

The recommended budget for Department of Public Facilities is 1.4% higher than FY2014, based primarily on projected salary increases for existing personnel. This budget does not include potential FY2015 wage increases for employees who are members of the ITWA bargaining unit. The FY2014 budget included partial funding for the addition of one custodian and other expense categories to support the new Senior Center – these expenses are fully budgeted in FY2015. Energy prices have continued to moderate resulting in a reduction in the energy line.

### Human Services

**Health Department** The Health Department budget is recommended to increase by 12%. This increase is attributable to projected salary increases for existing staff. This budget does not include potential FY2015 wage increases for employees who are

## Fiscal Year 2015 Proposed Budget

members of the ITWA bargaining unit. The recommendation also includes the retention of the Substance Abuse Prevention Program Manager position (\$51,758) that has been funded for the past five years through a Federal grant, providing education, advocacy and support. The Health Department will seek to extend Federal funding; however, indications are that such funding will not materialize. This funding will support the position for 3/4 of the fiscal year, as the Federal funding does not expire until October. The recommended budget also includes funding in the amount of \$2,820 for an AED maintenance contract for Town buildings.

**Human Services** The Human Services budget is recommended to increase by 7.7%. In addition to projected salary increases for existing personnel, this increase is primarily attributable to an increase in part-time hours in Youth Services and an increase in the assessment for Veterans' Services programs. With respect to Youth Services, the proposed balanced budget includes a recommendation for \$19,019 to fund a part-time social worker to help meet the growing caseload (increasing School enrollment impacts other departments as well). With respect to Veterans' services, the proposal includes an additional increase of \$5,471 in the Town's assessment from the West Suburban Veterans' District. This budget does not include potential FY2015 wage increases for employees who are members of the ITWA bargaining unit.

**Commission on Disabilities** No change is recommended for the Commission on Disabilities budget in FY2015.

**Historical Commission** No change is recommended for the Historic Commission budget in FY2015.

**Public Library** The recommended Library budget is 5.4% higher than FY2014 due to projected salary increases for existing staff (the Library has no employees who are members of the ITWA bargaining unit), and a recommended increase in part-time hours to support a Children's Programming Librarian in the amount of \$21,233. Over the past few years, the Library has used its dedicated State Aid account to meet a growing service demand, but such funding is unsustainable. Although we were not able to recommend the transfer of additional services to the operating budget in FY2014, we do recommend that additional services be converted to Town funding over a period of several years. The submitted budget was reduced by a total of \$25,720 for additional circulation hours, a network transfer page, and museum pass software.

**Park and Recreation** The Park and Recreation budget increased by 3.9% from FY2014 to FY2015 due to projected salary increases for existing staff. This budget does not include potential FY2015 wage increases for employees who are members of the ITWA bargaining unit. The recommendation includes an increase in salaries and expenses to support playground and facility maintenance in the amount of \$11,725. The funding will complement the \$5 increase in field use fees approved by the Park and Recreation Commission for fiscal year 2014. That fee supplements the Park & Forestry budget in the Department of Public Works.

**Memorial Park** No change is proposed for the Memorial Park budget for FY2015.

**Table 1.11  
FY2015 Changes to General Fund Operating Budget Requests**

<b>Item</b>	<b>Department</b>	<b>Amount</b>
Employee Benefits/Unemployment	Townwide	(\$50,000)
Employee Benefits/Health Insurance	Townwide	\$153,000
Reserve Fund	Townwide	(\$100,000)
Recording Secretary Hours	Personnel Board	(\$600)
Additional Dept. Specialist Hours Accounting	Finance	\$8,128
Overtime, Tuition, Vacation Buy-back	Finance	(\$8,000)
Consulting Services	Planning	(\$12,500)
Civilian Dispatchers (2 FTE)	Police	\$71,012
Training Overtime & Regular Overtime	Police	(\$43,401)
Fire Alarm Net Reduction (1 FTE)	Fire	(\$24,682)
Overtime	Fire	(\$30,000)
Parks & Forestry Sand Field Expenses	Public Works	\$11,500
Substance Abuse Prevention Manager	Public Health	\$51,758
AED Maintenance	Public Health	\$2,820
Veterans Assessment	Human Services	\$5,471
Part-time Social Worker	Human Services	\$19,019
Children's Programming Librarian	Public Library	\$21,233
Circulation Desk Hours	Public Library	(\$15,529)
Network Transfer Hours	Public Library	(\$9,466)
Museum Pass Software	Public Library	(\$725)
Playground Maintenance	Park & Recreation	\$11,725
Minuteman Assessment	Education	\$7,768
Base Budget	Needham Public Schools	(\$263,018)
Supplemental Budget	Needham Public Schools	(2,135,893)

## Beyond the General Fund Operating Budgets

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### Capital Budget Summary

The focus of this document is the FY2015 General Fund, Enterprise Fund, and Community Preservation Fund budgets. The FY2015 – FY2019 Capital Improvement Plan (CIP) is published as a separate document. Section 5 of this document contains the executive summary of the FY2015 - FY2019 CIP. An integral part of the balanced

## Fiscal Year 2015 Proposed Budget

budget proposal contained herein, however, is the funding of capital and other non-operating budget items. The general fund cash capital recommendation is broken into two components – Tier 1 (\$2,467,260) and Tier 2 (\$448,703). In addition to the projects contained in the five year CIP, the Town will also fund projects through Chapter 90 funds received from the Commonwealth. Currently, the Chapter 90 allotment is funding the design of the Needham Center streetscape project including the installation of new traffic signals, and street and sidewalk layout improvements.

### Enterprise Fund Summary

**RTS** The RTS budget is proposed to be 3.2% higher in FY2015 than in fiscal year 2014, (exclusive of potential wage increases for the DPW bargaining unit). This proposed annual budget includes increases in staffing and operating capital, and a fundamental change in the financing of the facility – the RTS sustainability proposal. First, the proposed balanced budget includes funding for an Assistant Superintendent for RTS (63,507), to align the Division’s level of supervision level with other DPW Divisions, and to allow the Superintendent to work a traditional work week (Monday through Friday) and focus on management and administrative issues. The new Assistant Superintendent will focus on operations and customer service at the heavily used facility. The proposed budget also incorporates an annual “roll-off” unit replacement into the operating budget (\$16,000). These units have previously been included on the capital improvement plan. The overtime budget has been reduced by \$30,000 to partially fund the new position and to support the proposed change in financing.

In 2012, the Board of Selectmen created an RTS “Super Committee” to evaluate options relative to the financial sustainability of the RTS. In February, 2013 the Committee provided its report to the Board and made three key recommendations: that management evaluate the hours of operation of the RTS for use by the general public and determine if changes would have a meaningful impact on sustainability; that management similarly review the planned overtime model; and that management evaluate the fee schedule. In its report, the Committee opined that since the facility has been relying on non-recurring revenue to support operations, unless adjustments are made to increase revenue and decrease expenses, the RTS will not be sustainable. The Committee also noted that there is a justification for contribution from the tax levy because the facility benefits the Town as an overall benefit to the common good.

The balanced budget proposal includes an allocation of tax levy new growth (a recurring revenue source) to replace the sticker fee and serve, along with bag fees and miscellaneous revenue, as the revenue support for the Enterprise Fund. Direct financing of the facility through the tax levy expands access to the facility and recognizes the “public good” aspect of many of the recycling, yard waste, and waste ban item disposal services. The proposal also provides a greater level of predictability and stability for the RTS operation. Mindful of the recommendations of the “Super Committee,” we recommend that full implementation of the proposal include a reduction of the hours that the facility is open and available for use by the public by as much as one day per week.

**Table 1.12  
FY2015 Changes to Enterprise Fund Operating Budget Requests**

<b>Item</b>	<b>Department</b>	<b>Amount</b>
Overtime	RTS Enterprise	(\$30,000)
Assistant Superintendent (1 FTE)	RTS Enterprise	\$63,507
Roll-Off Replacement Program	RTS Enterprise	\$16,000
<b>Total</b>		<b>\$49,507</b>

**Sewer** The recommended Sewer Enterprise Fund budget is 0.1% lower than in fiscal year 2014; however, contractual salary increases for members of the Public Works Union have not been incorporated. The MWRA Assessment line has been level-funded as the Town's 2015 assessment is not yet available.

**Water** The recommended Water Enterprise Fund budget is 0.9% higher than the FY2014 budget; however, contractual salary increases for members of the Public Works Union have not been incorporated. The MWRA Assessment line has been level-funded as the Town's 2015 assessment is not yet available. The recommended budget includes funding of replacement windows at pumping stations (\$20,000) and a water conservation program in response to Department of Environmental Protection mandates (\$29,585).

**Community Preservation**

The administrative budget of the Community Preservation Fund is unchanged from FY2014.

## Other Financial Warrant Articles

**Compensated Absences Fund** 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. As in fiscal year 2014, given the projected level of retirements and existing fund balance, there is no request for compensated absences funding this year.

**Senior Corps Program** Given the current balance in the Senior Corps fund, there is no request for additional funding this year.

**Property Tax Relief Fund** The balanced budget includes \$13,805 in funding for the Property Tax Relief Fund. The 2009 Annual Town Meeting voted to establish a Property Tax Assistance Program. The goal of the Board of Selectmen is to set a target annual appropriation for the fund equal to the amount of private contributions to the Town's statutory voluntary tax relief program during the preceding fiscal year, up to a maximum appropriation of \$25,000 (2008 dollars). The voluntary fund received \$13,805 in fiscal year 2013.

**Blue Tree Replacement** The balanced budget includes \$35,000 in funding for the removal and replacement of the Blue Tree on the Town Common. This tree has had a

## Fiscal Year 2015 Proposed Budget

long and storied life, but must be removed due to its failing health. At this time, the plan is to relocate a 12 inch caliper, 30 foot tall Red Maple tree. The current Blue Tree is a 30 inch caliper, 70 foot tall Sugar Maple tree.

**GF/RTS Contribution** The balanced budget includes an estimated contribution to the RTS Enterprise Fund of \$1,420,000, as described more fully above.

**Drains/Sewer Contribution** The balanced budget includes a \$463,430 contribution to the Sewer Enterprise Fund to offset the cost of the Drains program. The Drains program, which is a General Fund expense, is appropriated to the Sewer Enterprise Fund as it is more efficient to account for the program in that manner.

**Athletic Facility Stabilization Fund** The 2012 Annual Town Meeting approved the creation of an athletic facility stabilization fund to set aside capital funds for renovation and reconstruction of the Town's athletic facilities, particularly at Memorial and DeFazio. Replacement of the synthetic turf fields is expected to be in the \$1.6 to \$1.8 million range in the coming years. The Town Manager's recommendation for funding the Athletic Facility Stabilization Fund in FY2015 is at least \$40,695, an amount equal to the Park and Recreation administrative fee receipts in FY2013.

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

Several other requests for financial warrant articles were deferred, including a DPW Irrigation Audit, and a Public Health Accreditation project.

## In 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. We are committed to maintaining the high quality of life our residents expect and deserve.

I continue to be impressed with the commitment to sustainability and spirit of cooperation that has been demonstrated by the Board of Selectmen, School

## Fiscal Year 2015 Proposed Budget

Committee, Finance Committee, Town Meeting, and ultimately the community. We are fortunate to have a dedicated, loyal, and hardworking staff who, like board and committee members, often put the needs of the community ahead of their own personal interests. I thank you for the opportunity to serve the residents and businesses in the Town of Needham.

*Kate Fitzpatrick*

Town Manager

## Fiscal Year 2015 Proposed Budget

Budget	FY13 Expenditures	FY14 Current Budget (Nov 2013 STM)	Department Submission			Town Manager Recommendation		
			FY15 Department Initial Request	FY15 \$ Change from FY14	FY15 % Change	FY15 Balance Budget	FY15 \$ change from FY14	FY15 % Change
Retirement Assessments	4,938,808	5,454,554	5,656,200	201,646	3.7%	5,656,200	201,646	3.7%
Employee Benefits and Employer Assessments	9,666,417	10,808,959	10,795,844	(13,115)	-0.1%	10,898,844	89,885	0.8%
Retiree Insurance Program & Insurance Liability Fund	4,923,887	5,035,139	4,940,198	(94,941)	-1.9%	4,940,198	(94,941)	-1.9%
Debt Service - General Fund	11,271,758	12,197,287	11,587,884	(609,403)	-5.0%	11,587,884	(609,403)	-5.0%
Casualty, Liability, Property and Self Insurance Program	516,500	525,000	542,000	17,000	3.2%	542,000	17,000	3.2%
Classification, Performance and Settlements*	see note	25,000	119,000	94,000	376.0%	119,000	94,000	376.0%
Reserve Fund*	see note	1,448,243	1,435,002	(13,241)	-0.9%	1,335,002	(113,241)	-7.8%
<b>TOTAL</b>	<b>31,317,371</b>	<b>35,494,182</b>	<b>35,076,128</b>	<b>(418,054)</b>	<b>-1.2%</b>	<b>35,079,128</b>	<b>(415,054)</b>	<b>-1.2%</b>
*This is a budget reserve, therefore direct expenditure from this line is not allowed, only transfers to other budget lines.	-	-	-	-		-	-	
<b>Board of Selectmen &amp; Town Manager</b>								
Salary & Wages	657,016	687,407	711,577	24,170		711,577	24,170	
Expenses	143,566	106,941	109,741	2,800		109,741	2,800	
<b>TOTAL</b>	<b>800,582</b>	<b>794,348</b>	<b>821,318</b>	<b>26,970</b>	<b>3.4%</b>	<b>821,318</b>	<b>26,970</b>	<b>3.4%</b>
-	-	-	-	-		-	-	
<b>Town Clerk and Board of Registrars</b>								
Salary & Wages	306,982	282,647	309,990	27,343		309,990	27,343	
Expenses	51,250	39,265	47,450	8,185		47,450	8,185	
<b>TOTAL</b>	<b>358,233</b>	<b>321,912</b>	<b>357,440</b>	<b>35,528</b>	<b>11.0%</b>	<b>357,440</b>	<b>35,528</b>	<b>11.0%</b>
-	-	-	-	-		-	-	
<b>Town Counsel</b>								
Salary & Wages	69,769	71,790	73,584	1,794		73,584	1,794	
Expenses	307,376	234,000	254,000	20,000		254,000	20,000	
<b>TOTAL</b>	<b>377,145</b>	<b>305,790</b>	<b>327,584</b>	<b>21,794</b>	<b>7.1%</b>	<b>327,584</b>	<b>21,794</b>	<b>7.1%</b>
-	-	-	-	-		-	-	
<b>Personnel Board</b>								
Salary & Wages	72	600	600	-		-	(600)	
Expenses	-	15,000	15,000	-		15,000	-	
<b>TOTAL</b>	<b>72</b>	<b>15,600</b>	<b>15,600</b>	<b>-</b>		<b>15,000</b>	<b>(600)</b>	<b>-3.8%</b>
-	-	-	-	-		-	-	
<b>Finance Department</b>								
Salary & Wages	1,513,687	1,637,963	1,668,303	30,340		1,660,303	22,340	
Expenses	746,185	797,005	783,479	(13,526)		783,479	(13,526)	
Capital	37,500	37,500	37,500	-		37,500	-	
<b>TOTAL</b>	<b>2,297,372</b>	<b>2,472,468</b>	<b>2,489,282</b>	<b>16,814</b>	<b>0.7%</b>	<b>2,481,282</b>	<b>8,814</b>	<b>0.4%</b>
-	-	-	-	-		-	-	

## Fiscal Year 2015 Proposed Budget

Budget	FY13 Expenditures	FY14 Current Budget (Nov 2013 STM)	Department Submission			Town Manager Recommendation		
			FY15 Department Initial Request	FY15 \$ Change from FY14	FY15 % Change	FY15 Balance Budget	FY15 \$ change from FY14	FY15 % Change
<b>Finance Committee</b>								
Salary & Wages	29,531	31,668	32,462	794		32,462	794	
Expenses	876	1,225	1,225	-		1,225	-	
<b>TOTAL</b>	<b>30,407</b>	<b>32,893</b>	<b>33,687</b>	<b>794</b>	<b>2.4%</b>	<b>33,687</b>	<b>794</b>	<b>2.4%</b>
-	-	-	-	-		-	-	
<b>Planning &amp; Economic Development</b>								
Salary & Wages	244,410	252,939	261,537	8,598		261,537	8,598	
Expenses	11,207	16,460	28,960	12,500		16,460	-	
<b>TOTAL</b>	<b>255,617</b>	<b>269,399</b>	<b>290,497</b>	<b>21,098</b>	<b>7.8%</b>	<b>277,997</b>	<b>8,598</b>	<b>3.2%</b>
-	-	-	-	-		-	-	
<b>Community Development</b>								
Salary & Wages	118,557	129,899	133,356	3,457		133,356	3,457	
Expenses	9,533	11,858	11,858	-		11,858	-	
<b>TOTAL</b>	<b>128,090</b>	<b>141,757</b>	<b>145,214</b>	<b>3,457</b>	<b>2.4%</b>	<b>145,214</b>	<b>3,457</b>	<b>2.4%</b>
-	-	-	-	-		-	-	
<b>Police Department</b>								
Salary & Wages	4,708,027	5,175,845	5,575,008	399,163		5,531,607	355,762	
Expenses	248,937	292,426	306,930	14,504		306,930	14,504	
Capital	259,514	155,752	174,724	18,972		174,724	18,972	
<b>TOTAL</b>	<b>5,216,478</b>	<b>5,624,023</b>	<b>6,056,662</b>	<b>432,639</b>	<b>7.7%</b>	<b>6,013,261</b>	<b>389,238</b>	<b>6.9%</b>
-	-	-	-	-		-	-	
<b>Fire Department</b>								
Salary & Wages	6,040,208	6,581,793	6,866,720	284,927		6,792,037	210,244	
Expenses	241,888	262,482	268,907	6,425		288,907	26,425	
Capital	9,017	-	32,831	32,831		32,831	32,831	
<b>TOTAL</b>	<b>6,291,113</b>	<b>6,844,275</b>	<b>7,168,458</b>	<b>324,183</b>	<b>4.7%</b>	<b>7,113,775</b>	<b>269,500</b>	<b>3.9%</b>
-	-	-	-	-		-	-	
<b>Building Department</b>								
Salary & Wages	447,740	528,614	551,310	22,696		551,310	22,696	
Expenses	21,101	31,040	31,040	-		31,040	-	
<b>TOTAL</b>	<b>468,842</b>	<b>559,654</b>	<b>582,350</b>	<b>22,696</b>	<b>4.1%</b>	<b>582,350</b>	<b>22,696</b>	<b>4.1%</b>
-	-	-	-	-		-	-	
<b>Minuteman Assessments</b>								
Minuteman Assessments	777,052	733,961	910,940	176,979	24.1%	918,708	184,747	25.2%
<b>Needham Public Schools</b>								
Needham Public Schools	50,785,785	53,995,587	58,983,749	4,988,162	9.2%	56,584,838	2,589,251	4.8%
<b>Department of Public Works</b>								
Salary & Wages	3,089,229	3,207,178	3,251,531	44,353		3,251,531	44,353	
Expenses	1,304,907	1,406,974	1,480,421	73,447		1,480,421	73,447	
Capital	126,434	7,750	6,284	(1,466)		6,284	(1,466)	
Snow and Ice	921,073	400,000	400,000	-		400,000	-	
<b>TOTAL</b>	<b>5,441,643</b>	<b>5,021,902</b>	<b>5,138,236</b>	<b>116,334</b>	<b>2.3%</b>	<b>5,138,236</b>	<b>116,334</b>	<b>2.3%</b>
-	-	-	-	-		-	-	

## Fiscal Year 2015 Proposed Budget

Budget	FY13 Expenditures	FY14 Current Budget (Nov 2013 STM)	Department Submission			Town Manager Recommendation		
			FY15 Department Initial Request	FY15 \$ Change from FY14	FY15 % Change	FY15 Balance Budget	FY15 \$ change from FY14	FY15 % Change
<b>Municipal Parking Program</b>								
Municipal Parking Program	44,930	70,250	71,445	1,195	1.7%	71,445	1,195	1.7%
	-	-	-	-		-	-	
<b>Municipal Lighting Program</b>								
Municipal Lighting Program	190,981	217,804	221,153	3,349	1.5%	221,153	3,349	1.5%
	-	-	-	-		-	-	
<b>Department of Public Facilities</b>								
Salary & Wages	3,191,649	3,407,208	3,508,080	100,872		3,508,080	100,872	
Expenses	4,449,159	4,595,982	4,609,068	13,086		4,609,068	13,086	
Capital	-	-	-	-		-	-	
<b>TOTAL</b>	<b>7,640,808</b>	<b>8,003,190</b>	<b>8,117,148</b>	<b>113,958</b>	<b>1.4%</b>	<b>8,117,148</b>	<b>113,958</b>	<b>1.4%</b>
	-	-	-	-		-	-	
<b>Health Department</b>								
Salary & Wages	379,776	418,295	476,341	58,046		476,341	58,046	
Expenses	84,969	97,254	100,874	3,620		100,874	3,620	
<b>TOTAL</b>	<b>464,744</b>	<b>515,549</b>	<b>577,215</b>	<b>61,666</b>	<b>12.0%</b>	<b>577,215</b>	<b>61,666</b>	<b>12.0%</b>
	-	-	-	-		-	-	
<b>Human Services</b>								
Salary & Wages	496,139	555,478	589,840	34,362		589,840	34,362	
Expenses	91,947	114,870	126,370	11,500		131,841	16,971	
<b>TOTAL</b>	<b>588,086</b>	<b>670,348</b>	<b>716,210</b>	<b>45,862</b>	<b>6.8%</b>	<b>721,681</b>	<b>51,333</b>	<b>7.7%</b>
	-	-	-	-		-	-	
<b>Commission on Disabilities</b>								
Salary & Wages	-	-	-	-		-	-	
Expenses	244	550	550	-		550	-	
<b>TOTAL</b>	<b>244</b>	<b>550</b>	<b>550</b>	<b>-</b>		<b>550</b>	<b>-</b>	
	-	-	-	-		-	-	
<b>Historical Commission</b>								
Salary & Wages	-	-	-	-		-	-	
Expenses	-	1,050	1,050	-		1,050	-	
<b>TOTAL</b>	<b>-</b>	<b>1,050</b>	<b>1,050</b>	<b>-</b>		<b>1,050</b>	<b>-</b>	
	-	-	-	-		-	-	
<b>Needham Public Library</b>								
Salary & Wages	1,071,967	1,103,803	1,202,385	98,582		1,177,390	73,587	
Expenses	307,759	315,748	319,768	4,020		319,043	3,295	
<b>TOTAL</b>	<b>1,379,726</b>	<b>1,419,551</b>	<b>1,522,153</b>	<b>102,602</b>	<b>7.2%</b>	<b>1,496,433</b>	<b>76,882</b>	<b>5.4%</b>
	-	-	-	-		-	-	
<b>Parks and Recreation Department</b>								
Salary & Wages	442,927	468,456	482,654	14,198		482,654	14,198	
Expenses	97,407	106,000	114,000	8,000		114,000	8,000	
Capital	29,925	-	-	-		-	-	
<b>TOTAL</b>	<b>570,260</b>	<b>574,456</b>	<b>596,654</b>	<b>22,198</b>	<b>3.9%</b>	<b>596,654</b>	<b>22,198</b>	<b>3.9%</b>
	-	-	-	-		-	-	

## Fiscal Year 2015 Proposed Budget

Budget	FY13 Expenditures	FY14 Current Budget (Nov 2013 STM)	Department Submission			Town Manager Recommendation		
			FY15 Department Initial Request	FY15 \$ Change from FY14	FY15 % Change	FY15 Balance Budget	FY15 \$ change from FY14	FY15 % Change
<b>Memorial Park</b>								
Salary & Wages	-	-	-	-		-	-	
Expenses	750	750	750	-		750	-	
<b>TOTAL</b>	<b>750</b>	<b>750</b>	<b>750</b>	<b>-</b>		<b>750</b>	<b>-</b>	
	-	-	-	-		-	-	
<b>Department Budgets</b>	<b>84,108,961</b>	<b>88,607,067</b>	<b>95,145,345</b>	<b>6,538,278</b>	<b>7.4%</b>	<b>92,614,769</b>	<b>4,007,702</b>	<b>4.5%</b>
<b>Townwide Expense Group</b>	<b>31,317,371</b>	<b>35,494,182</b>	<b>35,076,128</b>	<b>(418,054)</b>	<b>-1.2%</b>	<b>35,079,128</b>	<b>(415,054)</b>	<b>-1.2%</b>
<b>TOTAL</b>	<b>115,426,331</b>	<b>124,101,249</b>	<b>130,221,473</b>	<b>6,120,224</b>	<b>4.9%</b>	<b>127,693,897</b>	<b>3,592,648</b>	<b>2.9%</b>